

***“Preserving Harford’s past;
Promoting Harford’s future”***

Harford County, Maryland

APPROVED Annual Operating Budget

Fiscal Year 2011 - 2012



**David R. Craig
County Executive**

HARFORD COUNTY, MARYLAND
APPROVED ANNUAL OPERATING BUDGET
FISCAL YEAR 2011-2012

DAVID R. CRAIG, COUNTY EXECUTIVE

Mary F. Chance
Director of Administration

Kim Spence
Chief, Budget & Management Research

Renee Kelley
Senior Budget Analyst

Wanda Butrim
Senior Budget Analyst

William T. Watson, III
Senior Budget Analyst

Christen Callon
Management Assistant

Kathryn L. Hewitt
Treasurer

HARFORD COUNTY COUNCIL

Billy Boniface
Council President

Dion F. Guthrie - District A
Joseph M. Woods - District B
James "Capt'n Jim" McMahan - District C

Chad Shrodes - District D
Richard C. Slutzky - District E
Mary Ann Lisanti - District F

Harford County Government
Department of Administration
Budget & Management Research
220 South Main Street
Bel Air, MD 21014
(410) 638-3129
July, 2011

ELECTED OFFICIALS HARFORD COUNTY GOVERNMENT



David R. Craig
County Executive



William K. "Billy" Boniface
Council President



Dion F. Guthrie
District A



Joseph M. Woods
District B



James "Capt'n Jim" McMahan
District C



Chad R. Shrodes
District D



Richard C. Slutzky
District E



Mary Ann Lisanti
District F

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.

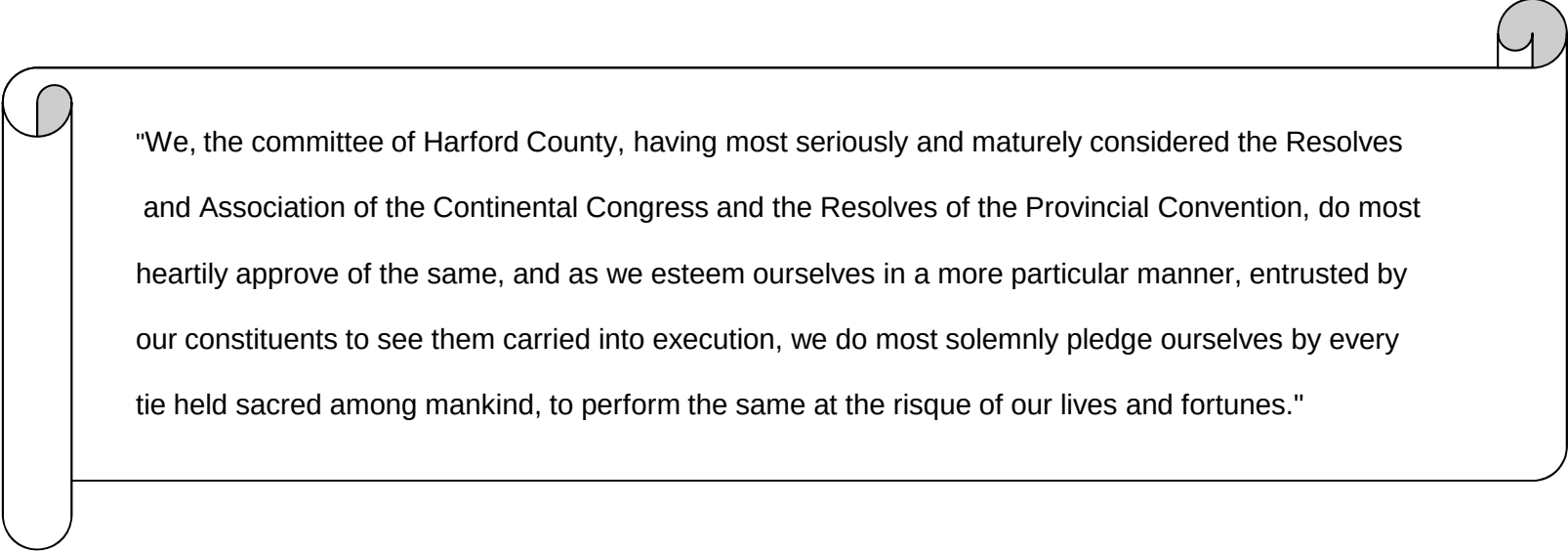
The motto "At the Risque of Our Lives and Fortunes" comprises the last eight words of the Bush Resolution and preserves the same spelling for "risk" as used in that document.

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.



"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 risk of our lives and fortunes."



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Harford County
Maryland**

For the Fiscal Year Beginning

July 1, 2010

President

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, 2010.

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.

COUNTY COUNCIL
OF
HARFORD COUNTY, MARYLAND

Resolution No. 11-11

Legislative Session Day 11-15 (May 17, 2011)
Introduced by Council President Boniface
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 Article 25A, Section 5(0) 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, 2011, and ending on the 30th day of June, 2012, and to fix the rate of County taxation for such taxable property and year; and further to provide for the payment of a service charge by a property owner under a semi-annual payment schedule in accordance with the Tax Property Article, Section 10-204.3.

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, 2011, and ending on the 30th day of June, 2012, 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 Article 25A, Section 5(0) 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) and (2) of the Harford County Code, as amended; and further to provide for the payment of a service charge by a property owner under a semi-annual payment schedule in accordance with the Tax Property Article, Section 10-204.3. The taxes so imposed and levied shall be in the amount of Eighty Nine and Six Tenths Cents (\$0.896) for each One Hundred Dollars (\$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, 2011, and ending on the 30th day of June, 2012, 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 Article 25A, Section 5(0) 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) and (2) of the Harford County Code, as amended; and further to provide for the payment of a service charge by a property owner under a semi-annual payment schedule in accordance with the Tax Property Article, Section 10-204.3. The taxes so imposed and levied shall be in the amount of Fourteen and Six Tenths Cents (\$0.146) on each One Hundred Dollars (\$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, 2011, and ending on the 30th day of June, 2012, 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 Article 25A, Section 5(0) 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) and (2) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of Two Dollars and Twenty-Four Cents (\$2.240) for each One Hundred Dollars (\$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, 2011, and ending on the 30th day of June, 2012, 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 Article 25A, Section 5(0) 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) and (2) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of Thirty-Six and Five Tenths Cents (\$0.365) for each One Hundred Dollars (\$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, 2011.

Attest:



Mary Kate Herbig
Acting Council Administrator



Billy Boniface
President of the Council

ADOPTED: This 17th day of May 2011.

**HARFORD COUNTY, MARYLAND
ANNUAL OPERATING BUDGET
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BUDGET MESSAGE

July 1, 2011

A Message from County Executive David R. Craig

I am pleased to submit to you the Approved Harford County Government Budget for Fiscal Year 2012, a budget that reflects the realities of the current economic climate and the priorities of our community. This budget was crafted by adhering to sound fiscal management policies that keep the county operating within its means without an increase in taxes.

There were a number of factors that played a major influence on this year's budget decisions. Chief among them are the continued effects of a lagging national economy, cuts in State funding to the County, and increased mandates from the State and Federal governments to Local jurisdictions. Despite these complicating factors, I am pleased to present to you a budget that is balanced, maintains current levels of service, and keeps the County tax rate at the current \$1.042, which, for the first time in the County's history, falls below the Constant Yield.

CONSERVATIVE FISCAL YEAR MANAGEMENT

Development of each year's Operating and Capital Budgets and Capital Improvement Program is contingent upon appropriations being affordable and meeting the test of a real versus a perceived need. Funding is approved only after we have reviewed existing services via performance measures to assure best practices; Federal, State and Local legislation has been monitored for its Fiscal Year impact; we have explored cooperative agreements and alternative means of doing business; we have evaluated service charges and considered adjustments to fair levels; and all revenue streams and untapped funding sources have been analyzed. We will only assume an ongoing expense or incur debt when we are confident that sustainable resources will be available to maintain the service and/or retire that debt. While the County Charter requires an annual Six Year Capital Improvement Program, my administration has developed and maintains a Ten Year Plan, with special note to any needs we see arising due to the Department of Defense's Base Realignment and Closure (BRAC) actions at Aberdeen Proving Ground.

Harford County has a history of fiscal conservatism and sound financial management, but just as many residents are facing diminishing incomes, County government is challenged by slow or no growth in various revenue streams, and the loss of specific funding from the State of Maryland. Estimating Income Tax receipts is of particular concern. This year, as in the past, we have been fortunate to have had the guidance of our Spending Affordability Committee to help project future Income Tax, as well as Property Tax receipts. Maryland collects State income tax and distributes proportionate receipts to local governments over an eighteen month period. These distributions come with little data defining their composition. Local governments cannot determine if an upturn is due to higher incomes, capital gains, etc. nor can they tell if a downturn is strictly due to unemployment or such actions as postponing distributions. With the delayed receipt and lack of data our Spending Affordability Committee along with County staff are somewhat hindered in making estimates.

BUDGET MESSAGE

In Fiscal Year 2011, we implemented another approach to developing the County's budget which has proven to be very valuable. We continue to invite representatives from a wide variety of local businesses to a Business Roundtable discussion. Companies participating include contracting, banking, farming, retail, automobile sales and real estate; as well as individuals from the medical field and the Chamber of Commerce. Each group is affected by fluctuations in our citizens income, and see an immediate impact on their revenues. These meetings provide a current picture of what the County can expect in future income tax receipts.

STRATEGIC PLANNING

Harford County has practiced Performance Based Budgeting since Fiscal Year 1997. In addition, my administration has adopted a number of policies and procedures to assure that our budgets are coordinated with the County's Master Plan. We have instituted a Capital Review Committee, which has developed an inventory of all County owned and leased facilities, compiled a systems analysis of each building, and produced a priority list for preventive maintenance. The committee also reviews each proposed capital project in coordination with our Master Plan, and makes funding, timing and coordination recommendations for the entire capital program, noting impacts on our operating budget.

My Cabinet and I participate in Strategic Planning meetings to review, revise, and/or restate our Vision, Mission, Goals and Objectives. These sessions are beneficial, allowing us to keep focus on our priorities and coordinate future plans.

BASE REALIGNMENT AND CLOSURE

Shortly after I took office, Harford County was informed of the extent to which the Department of Defense's Base Realignment and Closure (BRAC) actions would impact us. Since that announcement, Harford County Government has been aggressively working to make our communities ready for what is to be the largest economic impact to our County since 1917, the year that Aberdeen Proving Ground (APG) was established.

I appointed a BRAC Planning and Advisory Committee, which under my direction has developed a plan with over 70 action items. This plan was intended to be our road map to making improvements to every aspect of public infrastructure and support. I am proud to announce that the County has completed all of the action items within the plan. The County continues to work with our partners in the Chesapeake Science and Security Corridor (CSASC), the State, and with the towns to implement improvements in the region and to further position the County for growth in the technology and defense sectors.

To date, Harford County has toured over 2,100 BRAC affiliated individuals, coordinated two BRAC Government job fairs and two defense contractor job fairs, established 8,200 direct positions at APG (civilian and contractors), and between 7,500–10,000 indirect jobs off APG. Some of the organizations already relocated to APG are the Army Team C4ISR, U.S. Army Test and Evaluation Command, Chemical/Biological R&D Organizations, Medical Chemical Defense Research, and the U.S. Army Research Institute.

BUDGET MESSAGE

ECONOMIC TRENDS & REVENUE ESTIMATES

Harford County is financially sound. We constantly monitor the national economy, stock market activities, unemployment statistics, financing rates, spending patterns, population, migration, licensing and permits, and numerous other outside factors that impact our economy.

We have major concerns for Fiscal Year 2012, which include the global economy and its impact on our County, the housing markets, and an unclear picture of both the Federal and the State of Maryland's finances and their impact on local subdivisions.

THE STATE OF MARYLAND

In order to meet our County's Charter deadline and submit a Proposed Budget to the County Council by April 1 of each year, we start our process well before the Maryland General Assembly starts their annual session, which begins mid-January and runs until mid-April. Therefore, the Fiscal Year 2012 Budgets were developed with a number of uncertainties concerning the exact actions that the State of Maryland will pass along to the 23 counties and Baltimore City. The past several years have included many discussions of increasing revenue cuts to local government aid.

In 2007, the Special Session of the Maryland General Assembly made a change to the Annotated Code of Maryland concerning the imposition of recordation and transfer taxes on the transfer of real property through the sale of a "controlling interest" in specified corporations beginning in Fiscal Year 2009, but with the current economic conditions we have seen no impact of this change to the revenue picture as projected by the Department of Legislative Services.

The State also altered the distribution formula for Highways Users Fees, reducing the locals' share of motor fuel taxes, security interest filing fees and tag fees since July 1, 2008. The State of Maryland reduced the distributions to the jurisdictions in Fiscal Year 2010; the County received \$1.1 million of an anticipated \$6.4 million. In Fiscal Year 2011, we did not anticipate receiving any Highways Users revenue from the State of Maryland but actually received \$920,000. For Fiscal Year 2012, we anticipate receiving \$434,000.

For Fiscal Year 2012, we have included \$1,600,000 for the operating costs of the Harford County State Department of Assessment and Taxation. Harford County will be funding 90% of the operating cost for this department which was previously fully funded by the State of Maryland.

While there are continuing discussions of ending State payment on behalf of counties for teachers, community college and library retirement and pension costs, no resolution was made for Fiscal Year 2012. Most options being considered would not impact the counties until Fiscal Year 2013.

BUDGET MESSAGE

HARFORD COUNTY

Harford County received the highest ratings by two of three bond rating agencies for its general obligation (GO) bonds on June 1, 2010. The ratings reaffirm that Harford County remains financially sound and is well positioned to support our business community, to provide effective and efficient services and conservatively manage our tax dollars. This is evidenced by the comments received:

Fitch Ratings AAA

“Financial operations are characterized by maintenance of sound reserves, a conservative approach to budget development, and timely revenue and spending adjustments. Fiscal policies governing multi-year planning, reserve retention and use of surplus funds for capital and other one-time spending aid in steady operating performance.”

“The county’s long-established development zone has directed utility and other necessary infrastructure to well-defined zones, limiting expensive extensions to more rural areas, and the county has a history of solid pay-as-you go capital funding.”

Moody’s Investors Service Aaa

“The County is positioned to experience substantial employment growth with implementation of the Department of Defense Base Realignment and Closure (BRAC), which will have a positive impact to the Aberdeen Proving Ground.”

Standard and Poor’s AA+

The Standard & Poor’s analysis and bond rating for Harford County Government cited the county’s continued growth in an already diverse local economy with employment in the federal government, research and development, warehouse and distribution sectors, benefiting further from good transportation routes and easy access to the Baltimore metropolitan area employment base. They also stated the county’s economy will soon capture significant economic growth in the wake of BRAC.

REVENUES

We analyze each revenue source considering its historical trends and the environmental factors affecting its base. Our funds are defined as ongoing or one-time in nature. Operating expenses that will continue into the future were included only if ongoing revenues were determined to be available to maintain such costs. One-time expenditures are approved based on priority and up to the amount of existing funds.

BUDGET MESSAGE

Net Property Taxes

FY 12 Approved Budget \$293,101,765 48.14% of the Total All Funds FY 12 Approved Operating Budget

FY 11 Approved Budget \$294,307,329 50.71% of the Total All Funds FY 11 Approved Operating Budget

\$ decline (\$1,205,664)

% decline (0.41%)

We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT) tracking information. It provides assessment estimates in November and March for the current, upcoming and the second year following tax years. A thorough analysis of lien sheet activity, deed activity, building permit data, residential sales and Transfer Tax transaction data are other sources of information used to estimate property tax revenues.

Maryland State law provides that all real property is subject to a property tax; properties are assessed by the State on a triennial system, and owners are notified by the Maryland Department of Assessments and Taxation of any change in their assessment. These assessments are certified to local subdivisions where they are converted into property tax bills by applying the appropriate property tax rate.

The Fiscal Year 2012 Budget was based on no change to the real property tax rate of \$1.042, which falls below the Constant Yield. This will equal to a corporate and personal property tax rate of \$2.605.

Each year the State reassesses one third of the County, 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 value 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 Homestead Tax Credit assists homeowners dealing with large assessment increases on their principal residence. The credit limits the increase in taxable assessments each year to a fixed percentage. Every county and municipality in Maryland is required to limit its taxable assessment increase to 10% or less each year. Harford County's limit is capped at 5%. This means the homeowner pays no property tax at a market value increase which is above the 5% limit.

Until very recently our assessable base and resulting property tax revenue has grown at an extraordinary rate, primarily driven by rising residential property values. While the real estate market has been on a downward trend since 2006, our property tax revenues remained strong through Fiscal Year 2010.

BUDGET MESSAGE

In FY 12, the percent of overall decline in property tax is (0.41%) or (\$1,205,664). This is primarily due to a 14.3% decrease in the reassessment of one-third of our property owners in the greater Bel Air area. Statewide, this is the largest decrease in real estate values for residential properties in the history of Maryland Department of Assessments and Taxation.

Income Taxes

FY 12 Approved Budget	\$161,600,000	26.54%	of the Total All Funds FY 12 Approved Operating Budget
FY 11 Approved Budget	\$149,590,396	25.77%	of the Total All Funds FY 11 Approved Operating Budget
\$ growth	\$12,009,604		
% growth	8.03%		

Income tax is calculated in Maryland as a percentage of net taxable income. While the State sets a cap of 3.2% growth for local governments, the Harford County Council set our income tax rate at 3.06%. The State Comptroller's Office administers and collects the tax and distributes the receipts to the counties and municipalities. We receive approximately 90% of income tax in quarterly distributions of withholdings and estimated payments. These receipts began declining in Fiscal Year 2009 and continued to decline through Fiscal Year 2010. We saw a rebound in Fiscal Year 2011 and expect it to continue through Fiscal Year 2012. We estimate the Fiscal Year 2011 actual amount to be \$159,659,391, an increase of \$10,698,995 over the Fiscal Year 2011 budgeted amount of \$149,590,396. Fiscal Year 2012 is expected to grow to \$161,600,000, about 1.2% over Fiscal Year 2011 estimated actual amount of \$159,659,391.

Recordation Tax

FY 12 Approved Budget	\$8,545,932	1.40%	of the Total All Funds FY 12 Approved Operating Budget
FY 11 Approved Budget	\$18,991,000	3.27%	of the Total All Funds FY 11 Approved Operating Budget
\$ decline	(\$10,445,068)		
% decline	(55.00%)		

BUDGET MESSAGE

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

In Fiscal Year 2011, the capital project fund transferred \$11,791,000 of accumulated recordation tax and \$5,500,000 of current year recordation tax to the General Fund for school debt. In Fiscal Year 2012, we are anticipating to transfer \$45,932 of accumulated recordation tax and \$6,800,000 of current year recordation tax to the General Fund to pay school debt. The increase in Fiscal Year 2012 receipts of \$1,300,000 from Fiscal Year 2011 is based on a revised increase in recordation tax in Fiscal Year 2011 over the budgeted amount. We are anticipating home sales to remain stable in Fiscal Year 2012.

Fund Balance/Unrestricted Net Assets

FY 12 Approved Budget	\$43,967,465	7.22%	of the Total All Funds FY 12 Approved Operating Budget
FY 11 Approved Budget	\$21,723,442	3.74%	of the Total All Funds FY 11 Approved Operating Budget
\$ growth	\$22,244,023		
% growth	102.40%		

Governmental funds report the difference between their assets and liabilities as fund balance, which is divided into reserved and unreserved. Proprietary funds report the difference between their assets and liabilities as net assets, which is divided into restricted and unrestricted.

In Fiscal Year 2012, (General Fund) we have appropriated \$18,414,926 of reserve or designated fund balance, this is being appropriated for specific expenditures budgeted in Fiscal Year 2012.

BUDGET MESSAGE

27th Pay Accrual

FY 12 Approved Budget	\$4,420,505	0.73%	of the Total All Funds FY 12 Approved Operating Budget
FY 11 Approved Budget	\$0	0.0%	of the Total All Funds FY 11 Approved Operating Budget
\$ growth	\$4,420,505		
% growth	100.0%		

Fiscal Year 2012 has 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was Fiscal Year 2000. Since Fiscal Year 2000, Harford County has been accruing funds that would provide a revenue source to fund this extra pay date.

EXPENSES

<u>THE GENERAL FUND</u>	<u>FY 11 APPROVED FUNDING</u>	<u>FY 12 APPROVED FUNDING</u>	<u>\$ CHANGE</u>	<u>% CHANGE</u>
	\$454,504,275	\$476,439,692	\$21,935,417	4.83%

The Fiscal Year 2012 General Fund Budget was approved with a \$21,935,417 increase over Fiscal Year 2011. One of the major reasons for the additional funding is necessitated by our Debt Service requirements, which has grown over \$5,303,775. My administration met the demands of parents and the school system to provide new and replacement classroom buildings with forward funding in hopes of being reimbursed by the State in the future. This comes with a price in terms of debt which the County, not the State, must shoulder. Of the County's total general fund debt service cost 59.68% is allocated for school debt; and over 89% of the \$5.3 million increase is attributable to Board of Education construction projects.

For a 3rd consecutive year, the budget does not include pay raises or COLA's for County employees. Additional funds are included for increased health care costs \$1,531,432; pension increase \$3,666,289; cost of the 27th pay \$3,374,662; and funds appropriated for the County's share of the Harford County State Department of Assessment and Taxation \$1,600,000.

In our continuing effort to provide accountability and transparency in County government, and in concert with the County Council, this budget allocates \$254,619 for the establishment of a County Auditor's office.

BUDGET MESSAGE

In the Approved Fiscal Year 2012 Capital Budget, an additional \$6,378,481 in Paygo funds are required to cap/close a cell at the Harford Waste Disposal Center, replace vehicles which are averaging over 7 years old and have more than 85,000 miles; continued modification of the Fixed End Network for the 700 MHz Wireless Radio System; and renovations to the Norrisville fire station.

For Education, this budget funds the Board of Education at the Maintenance of Effort level, with an additional \$500,000 allocated for the opening of Red Pump Road Elementary School, and \$343,082 to support the Ag Magnet Program at North Harford High School and the International Baccalaureate Program at Edgewood High School. For Fiscal Year 2012, Maintenance of Effort decreased by \$613,244 due to declining student enrollments.

For Public Safety, this budget includes funds for a new E-Tix program that will provide Harford County law enforcement real time information on drivers and vehicles when conducting road stops. This new technology significantly reduces the time for issuing citations, and helps keep deputies aware of any recent prior offenses, making overall vehicular stop times quicker and safer. As the County prepares to open the expansion of the Detention Center, this budget also includes an additional \$233,773 to fund operating costs for the new facility.

In addition to public safety and education investments, we have included other bond funded priorities in our Approved Capital Budget that positions the County for the future. Such priorities include \$8 million to increase access to the web via high speed connectivity for citizens, business and governmental entities within our County. Projects such as this, as well as participation in the One Maryland Broadband Network, will keep Harford County competitive in the 21st century economy by benefiting our citizens and attracting jobs and investments from businesses who wish to locate here.

SOLID WASTE SERVICES

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$15,414,234	\$15,045,218	(\$360,016)	(2.39%)

The Northeast Maryland Waste Disposal Authority (NMWDA) management fees for the operation and maintenance of the Waste-to-Energy facility account for an increase of \$39,972 for Fiscal Year 2012. An additional \$285,500 is included for operating costs related to the opening of a new landfill cell at the Harford Waste Disposal Center, and \$72,246 is included for the 27th pay. These increases are offset by a decrease of (\$57,550) for debt service, as well as a decrease of (\$680,000) as we no longer need to export ash out of the County due to the new landfill cell.

BUDGET MESSAGE

THE HIGHWAYS FUND

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$44,986,291	\$49,076,513	\$4,090,222	9.09%

For Fiscal Year 2012, the major increase in the Highways Fund is the result of: \$494,769 for a 27th pay; \$464,562 for Pension and \$350,602 for health benefits due to rate increase; an additional \$400,768 is included for Retiree's Insurance; an increase of \$3,558,800 in Highways Paygo needed to support the Approved Fiscal Year 2012 Capital Budget; \$210,000 increase for gasoline based on usage trends and cost projections and \$563,092 is added for Debt Service principal, interest, and lease purchase payments. These increases are offset by decreases for vehicle maintenance costs (\$79,300); diesel fuel (\$114,000); staff turnover (\$118,448); Pro Rata charges provided to the General Fund for administrative services are (\$445,336) less; a reduction of (\$739,032) for Fleet Management Rental is the result of a reallocation of funds to a new Fleet Replacement capital project; workers compensation decreased (\$188,553) due to a rate adjustment per actuarial; and no funds are included for Self Insurance due to the state of the economy for a decrease of (\$217,040).

THE WATER & SEWER FUND

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$39,319,217	\$41,530,806	\$2,211,589	5.62%

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. Water and Sewer Fiscal Year 2012 appropriations increased \$2,211,589 over Fiscal Year 2011 as a result of the following: additional funds of \$471,126 and \$360,380 respectively for Pension and Health benefits due to rate increases; \$462,328 for the 27th pay; \$347,300 additional for County Facility Repair and Renovations; an increase of \$222,797 for equipment purchases for wells, plant improvements,

pumps, lab equipment, etc.; and an increase of \$1,532,423 in Paygo funds to support the Fiscal Year 2012 Approved Capital Budget. These increases are offset by (\$107,000) for Chemicals in Bulk, (\$84,500) for Electricity, (\$150,000) for Engineering Services, (\$100,000) for Depreciation, based on expense history; a (\$103,868) decrease due to staff turnover; a reduction of (\$259,176) for Fleet Management Rental due to a reallocation of funds to a new Fleet Replacement capital project; and Pro Rata charges provided to the General Fund decreases (\$343,214).

In our Fiscal Year 2012 Approved Capital Budget we have included projects that focus on improving the County's water and sewer infrastructure, as well as a project which supports a \$14.2 million mandated ENR (Enhanced Nutrient Removal) upgrade to the County's wastewater treatment plant. We plan to bond our share of this project.

BUDGET MESSAGE

WATER & SEWER DEBT SERVICE

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$17,279,155	\$15,126,946	(\$2,152,209)	(12.46%)

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 used to finance the capital projects of the County-owned Water and Sewer System. The decrease in funding for Fiscal Year 2012 is a result of the Principal and Interest payments adjusted to amounts due on outstanding debt.

PARKS AND RECREATION SPECIAL REVENUE FUND

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$762,508	\$850,736	\$88,228	11.57%

Parks and Recreation Special Revenue Fund revenues are derived from fees, rentals of and/or contributions to the Emmorton Recreation and Tennis Center, the Oakington Peninsula, the McFaul Senior/Youth Center's skateboard facility, and the Showmobile, as well as special Recreational Council activities. This fund increases \$88,288 over Fiscal Year 2011, resulting from \$14,281 for the 27th pay; \$65,520 to cover one-half of the cost of a Recreation Specialist V position split with Recreational Services; health and pension increase \$12,103; a \$21,925 increase for various equipment; offset by a decrease of (\$7,000) in overtime and (\$15,764) for temporary salaries based on actual expense history.

BUDGET MESSAGE

AG PRESERVATION - COUNTY

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$5,113,701	\$8,778,221	\$3,664,520	71.66%

Harford County is committed to Agricultural Preservation. The Harford County Agricultural Land Preservation Program was established in 1993 to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the County, by allowing land owners to preserve farmland for future generations via conservation easements. The County, using primarily Transfer Tax revenue, enters into installment contracts to purchase development rights; the landowners receive payments and/or a tax credit. For Fiscal Year 2012 we have increased appropriations by \$3,664,520.

AG PRESERVATION - STATE

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$117,000	\$117,000	\$0	0%

Harford County's Agricultural Land Preservation Program is certified. Therefore, the program can retain 75% of the Agricultural Transfer Tax collected. For Fiscal Year 2012, it is projected that the County's share of State Agricultural Transfer Tax will be \$115,000.

The County will use \$30,000 of this revenue to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator. Harford County's match to MALPF for easement purchases will be \$84,150, demonstrating this Administration's commitment to preserving Harford County's farmland.

BUDGET MESSAGE

TAX INCREMENT FINANCING

FY 11 APPROVED FUNDING	FY 12 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$2,900,000	\$1,825,000	(\$1,075,000)	(37.07%)

The Beechtree Estates Tax Increment Fund is a special fund authorized by Bill No 10-10. The Bill provided that the County could issue not more than \$14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. 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 decrease in funding for Fiscal Year 2012 is a result of the Principal and Interest payments adjusted to amounts due on outstanding debt.

Overall, this budget reflects a balance of the diverse requests of our community, and our ability to provide for our citizens through the taxes they pay. We know these are difficult times, and as such difficult decisions have to be made. Just as our citizens have had to make tough financial decisions, so has their County government. I respectfully submit to you a budget that continues the County's tradition of sound financial management with an emphasis on preparing us for a bright and stable future.

Respectfully submitted,



David R. Craig
Harford County Executive



*Concord Point Lighthouse
Havre de Grace, MD*

DOCUMENT GUIDE

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.

Performance Measures

In 1996, Harford County became the first jurisdiction in the State to institute Performance Based Management throughout all levels of County Government. This section contains the current administration's vision, mission, goals, and objectives for Harford County.

Fiscal Year Budget Summary

This section provides data summarizing the Fiscal Year 2012 Budget. It describes issues used to formulate the Fiscal Year 2012 Budget to include trend analysis and assumptions, economic outlook, organizational changes, State and Federal mandates, etc.

DOCUMENT GUIDE

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 2012 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:

DOCUMENT GUIDE

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 2012 is listed in this section.

Benefits

This section provides a list of funds appropriated for Fiscal Year 2012 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 2012 is provided in this section.

DOCUMENT GUIDE

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 2012 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 2011 – 2012*.

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 2012, 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 Firemen'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.

Index

An alphabetical list of items included in the document.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

COUNTY OVERVIEW

Harford County, Maryland, with its northern border being the Mason-Dixon Line, lies between Pennsylvania on the north and the Chesapeake Bay on the south, with the Susquehanna River on the east, and most of its western border on the Gunpowder River. 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



AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

- 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 risk of our lives and fortunes."

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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 Risk 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

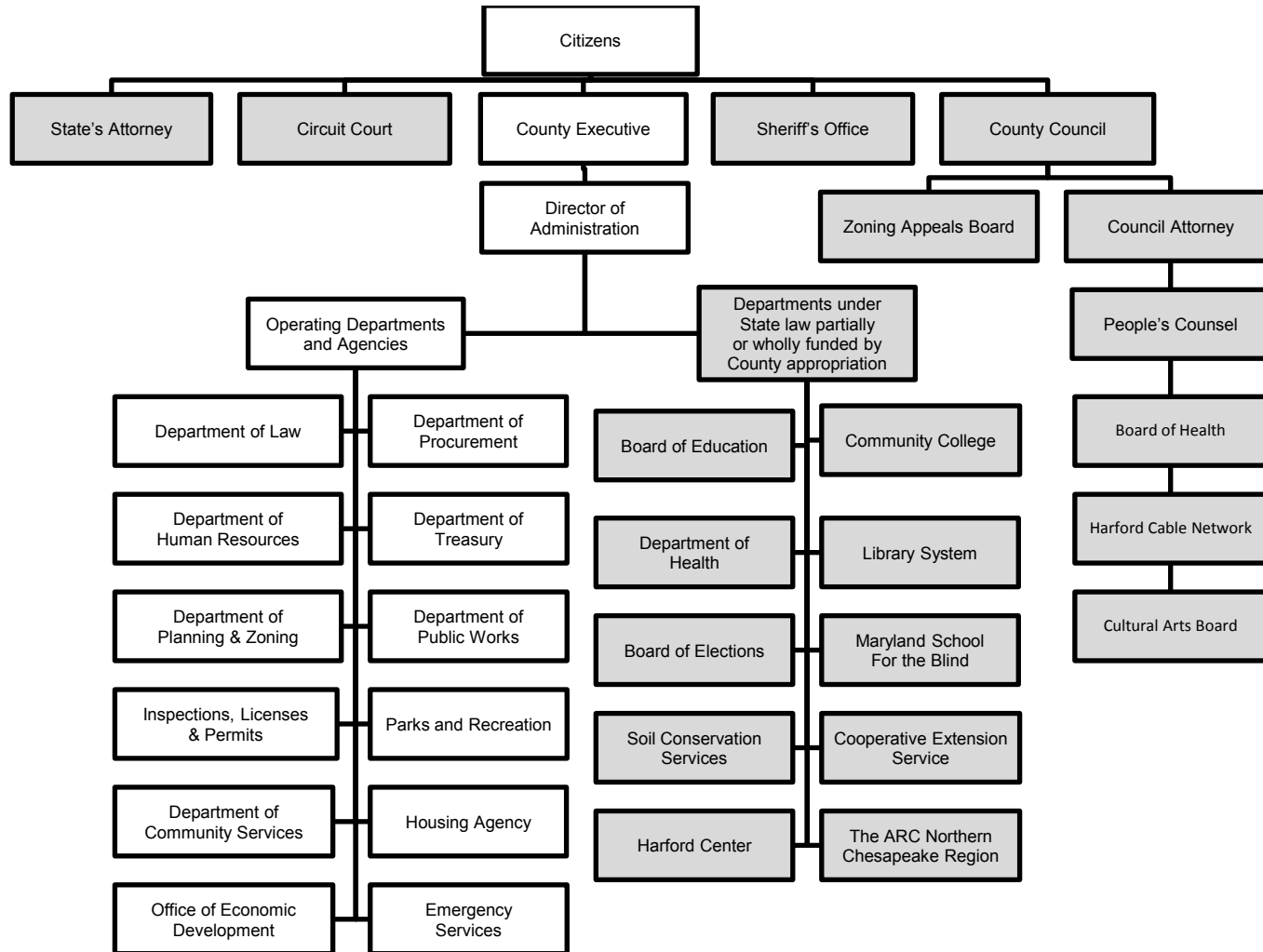
The Harford County Charter was adopted by the eligible voters on November 7, 1972, and became effective thirty days later December 7, 1972. The Charter conveys all rights and powers of local self-government and home rule to the County Executive and the County Council.

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

THE HARFORD COUNTY SEAL



AN OVERVIEW OF HARFORD COUNTY, MARYLAND



*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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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 councilmanic 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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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 Sustainability, Facilities and Operations, Central Services, Budget and Management Research and Risk Management provide support services to all County government departments and agencies. Each division's supervisor reports directly to the Director of Administration.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

The Division of Emergency Services, though funded as a separate budget, is an additional responsibility of the Director of Administration, who is the liaison between County government and the County's twelve Volunteer Fire and Ambulance Companies.

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; and the offices of Economic Development and Governmental and Community Relations.

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 under written 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..."

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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."

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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 is 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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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, 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.

Leased incubator space is offered at the Higher Education Center for technology base start-up organizations.

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 mental retardation 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 mental retardation 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 mental retardation 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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

DEMOGRAPHICS:

HARFORD COUNTY POPULATION

(SOURCE: WWW.HARFORDBUSINESS.ORG)

2000 – 218,590

2010 – 246,433

2015 (projection) – 252,447

Median Age – 38.5

HOUSEHOLDS

Average Household Income - \$83,626

Number of Households – 91,905

Projected number of Households in 2015 – 94,711

POPULATION BY AGE

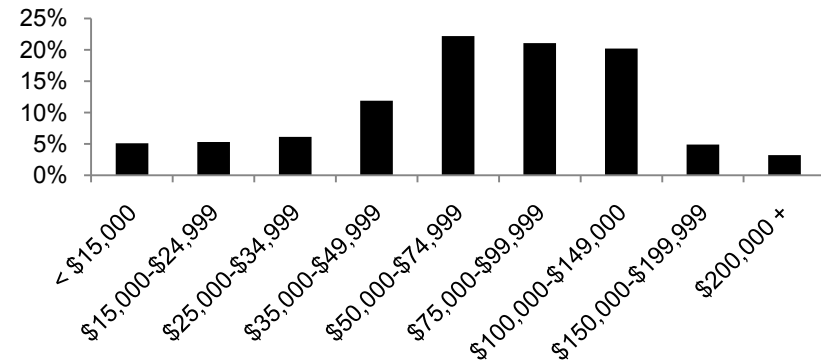
(SOURCE: WWW.HARFORDBUSINESS.ORG)

Calendar year 2010:

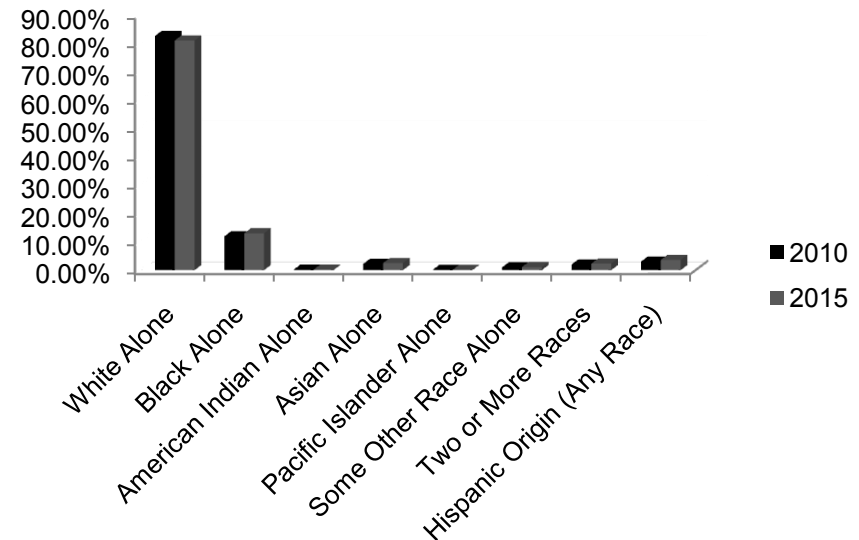
0-4 years of age:	17,376	35-44 years of age:	35,099
5-9 years of age:	17,466	45-54 years of age:	40,396
10-14 years of age:	17,783	55-64 years of age:	30,035
15-19 years of age:	16,922	65-74 years of age:	16,547
20-24 years of age:	13,045	75-84 years of age:	9,347
25-34 years of age:	28,996	85 + years of age:	3,421

(SOURCE: WWW.HARFORDBUSINESS.ORG)

Households by Income*



Race and Ethnicity*



*Source: WWW.HARFORDBUSINESS.ORG

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

ECONOMICS

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 June 1, 2010 for a \$219,345,000 bond sale (\$91,000,000 in Consolidated Public Improvement Bonds – Tax Exempt; \$102,575,000 in Consolidated Public Improvement Bonds Taxable Build America Bonds – Direct Payment; and \$25,770,000 in Refunding Bonds – Tax Exempt). The county received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of June 1, 2010.

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

Investor Service	Highest Rate Possible	FY 04	FY 06	FY 07	FY 08	FY 09	FY 10
Standard & Poor's	AAA	AA	AA+	AA+	AA+	AA+	AA+
Fitch	AAA	AA+	AA+	AA+	AA+	AA+	AAA
Moody's Investor Service	Aaa	Aa1	Aa1	Aa1	Aa1	Aa1	Aaa

LEGAL DEBT MARGIN

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

Harford County's Legal Debt Limit	100%	1,727,029,460
Total Debt Applicable to the Legal Debt Limit	24.51%	423,354,962
Legal Debt Margin	75.49%	\$1,303,674,498

By subtracting a county's amount of incurred debt from its Legal Debt Limit one can determine the county's Legal Debt Margin, that is the amount of debt the county could still incur before reaching its Legal Debt Limit. By keeping our debt level well below our debt limit, Harford County has maintained favorable debt ratio, cited as partially responsible for our high bond rating.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

TOTAL DEBT

Estimated Long Term Debt	423,354,962
Estimated Self Sustaining Debt	174,290,747
Total Bonded Debt	<u>\$597,645,709</u>

ASSESSABLE BASE

Total Assessable Base	29,697,273,098
Less Tax Exempt Portion	<u>2,346,618,410</u>
Total Taxable Value	<u>\$27,350,654,688</u>

PRINCIPAL TAXPAYERS

(SOURCE: HARFORD COUNTY, MD COMPREHENSIVE ANNUAL FINANCIAL REPORT, FISCAL YEAR ENDED JUNE 30, 2010 {UNAUDITED})

Baltimore Gas & Electric Company	\$7,707,523
Susquehanna Power Company	\$2,877,923
Verizon	\$2,021,810
Constellation Power Source Generation, Inc.	\$1,423,400
Harford Mall Business Trust	\$670,990
Festival at Bel Air, LLC	\$649,758
Wells Fargo Northwest	\$529,933
Bel Air Square, LLC	\$436,144
Columbia Gas Transmission	\$447,572
Comcast of Harford County	\$357,073

MAJOR EMPLOYERS

MAJOR EMPLOYERS*

(SOURCE: WWW.HARFORDBUSINESS.ORG)

Aberdeen Proving Ground.....	13,984
Upper Chesapeake Health System.....	2,720
Harford Community College.....	1,219
Rite Aid Mid-Atlantic Customer Support Center.....	1,167
ShopRite.....	800
Jacobs Technology.....	785
SAIC.....	700
Sephora USA.....	700
Saks Fifth Avenue.....	520
Walmart.....	497
Target.....	495
Frito-Lay.....	435

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

Unemployment Rate as of May, 2011 – 7.0%

(Source: U.S. Bureau of Labor Statistics)

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

EDUCATION

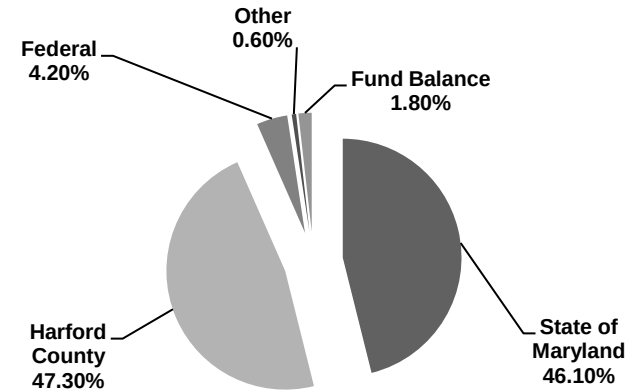
HARFORD COUNTY PUBLIC SCHOOLS

(SOURCE: WWW.HCPS.ORG)

- 33 Elementary Schools
- 9 Middle Schools
- 9 High Schools
- 1 Technical High School
- 1 John Archer Public Special Education School
- 1 Alternative Education School
- 3 Magnet Programs:
 - Science and Mathematics Academy
 - Global Studies Program/International Baccalaureate Diploma Program
 - Natural Resources & Agricultural Sciences Program

Actual Harford County Public Schools Enrollment for FY 11 – 38,587
Projected FTE Staff for 2012 – 5,519.3

**Harford County Public
School Funding Sources
FY 2012**

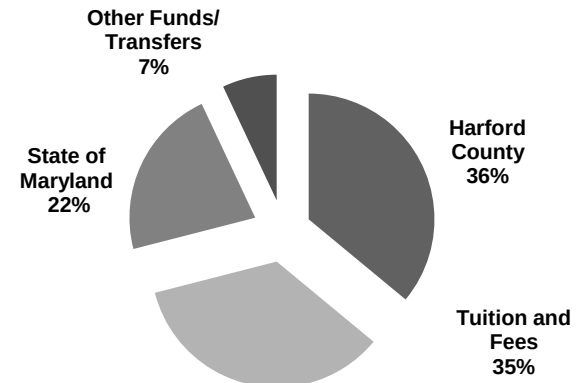


HARFORD COMMUNITY COLLEGE

(SOURCE: WWW.HARFORD.EDU)

Full Time Equivalent Enrollment.....	4,472.9
Number of Students.....	9,720
Full Time Students.....	2,017
Part Time Students.....	7,703
Average Age.....	26.1
Associate Degree Seeking	7,259
Certificate Seeking	301
Non Degree Seeking	2,160

**Harford Community College
Funding Sources
FY 2010**



AN OVERVIEW OF HARFORD COUNTY, MARYLAND

PUBLIC SAFETY

SHERIFF

Number of Law Enforcement Officers - 292
Number of Community Policing Programs - 314
Number of Neighborhood Watch Programs - 59
Number of Police Responses - 145,509
Number of Emergency Apparatus - 343
Number of Facilities - 17

FIRE/EMERGENCY MEDICAL SERVICES

Number of Fire & Medical Calls Dispatched – 26,089
Number of Non-Emergency Calls Received – 176,638
Number of 911 Calls – 106,801
Number of Calls Dispatched to Harford County Sheriff's Office – 145,507
Number of Hazardous Materials Incidents – 208
Emergency Operations Center Activations/Exercises – 15
Number of Emergency Apparatus – 187
Number Stations:
Main Stations – 12
Sub-Stations – 15

PUBLIC WORKS

Highways:

Miles of streets maintained by the County
Blacktop – 655
Tar & Chip – 346
Earth – 46

Number of Streetlights – 5,611

Number of Snow Routes – 75

Number of Bridges – 221

Water & Sewer

Daily average water consumption in gallons – approx. 12,100,000 (est. 07/11)

Daily average effluent treatment in gallons – approx. 13,300,000 (est. 07/11)

Number of water and sewer customers – 42,900 (est. 07/11)

Solid Waste Services:

Tons of recycled materials collected annually – 193,487
(calendar year 2009)

Tons of solid waste processed annually – 160,742
(includes HWDC Landfill, and WTE Plant)

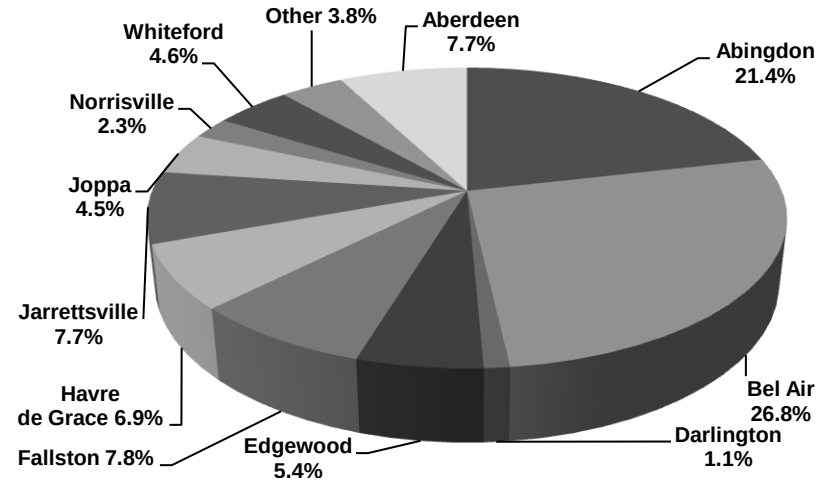
AN OVERVIEW OF HARFORD COUNTY, MARYLAND

LIBRARIES

(SOURCE: HARFORD COUNTY LIBRARIES ONLINE – www.hcplonline.info)

Number of Branches – 11 service outlets
Number of Registered Borrowers – 214,116
Circulation – 4,699,033 (FY 10)
Materials Collection – 1,032,428
Virtual Visits to Library – 8,766,359 (FY 10)
Public Access Computers – 351
Full Time Equivalent Personnel – 235.85
Volunteer Hours – 30,393 (FY 10)

Circulation by Branch



PERMITS & INSPECTIONS

Permits Issued:
(Actual FY 10)

Building – 3,425
Electrical – 4,730
Plumbing – 4,251
Mechanical – 1,613

Inspections Completed:
(Actual FY 10)

Building – 14,566
Electrical – 12,329
Plumbing – 10,630
Mechanical – 1,712

New Residential Permits Issued - 629

CULTURAL AND RECREATION ATTRACTIONS

Anita C. Leight Estuary Center
Concord Point Lighthouse
Eden Mill Nature Center
Fiore Winery
Harford County Equestrian Center
Harford Glen Environmental Education Center
Havre de Grace Decoy Museum
Havre de Grace Maritime Museum
Hays House

Ironbirds Stadium
Ladew Topiary Gardens
Liriodendron Mansion
Rockfield Manor
Rocks State Park
Steppingstone Farm Museum
Susquehanna Lockhouse Museum
Susquehanna State Park
Swan Harbor Farm

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

AGRICULTURAL

The Harford County Agricultural Land Preservation Program allows land owners to preserve farmland for future generations through the use of conservation easements; in addition, the land owner receives payment and / or a tax credit for selling their development rights. As of June, 2011 the County has acquired 45,765 acres of farmland through County and State Agricultural Preservation along with donated easements. There are six Farmers' Markets throughout the County with over 70 vendors, attracting in excess of 1,000 customers weekly. Harford County has approximately 3,000 head of dairy cattle, 3,500 head of beef cattle, and is the home to over 7,300 horses. Equine, Direct Marketed, and Value-added goods are the fastest growing Ag sectors in Harford County.

Harford County 2010 Land Use Land Cover:

(Source: MD Department of Planning)

DEVELOPED LAND:

Very Low Density Residential – 21,850 acres / 7.8%
Low Density Residential – 37,455 acres / 13.3%
Medium Density Residential – 12,881 acres / 4.6%
High Density Residential – 4,357 acres / 1.6%
Commercial – 5,083 acres / 1.8%
Industrial – 1,999 acres / 0.7%
Lands/Institutional/Transportation – 22,108 acres / 7.9%

Total Developed Land – 105,733 acres / 37.7%

RECREATION

Volunteer Recreation Councils – 22
Number of Parks and Recreation Volunteers – 32,840
Acres of County and Municipal Park Land – 4,640
Acres of encompassing five State parks – 6,593

HEALTH

Medical Institutions: Upper Chesapeake Medical Center and Harford Memorial Hospital

Inspections of food establishments: The Food Control Program regulates, inspects, and licenses all facilities in Harford County that sell or provide food to the public, in accordance with the Code of Maryland Regulations (COMAR) 10.15.03, which govern food service facilities. These facilities include, but are not limited to: restaurants, carry-outs, fast food stores, grocery stores, convenience stores, schools, churches, hospitals, nursing homes, mobile food units, snowball stands, food vending areas, and temporary food stands.

RESOURCE LAND:

Agriculture – 82,124 acres / 29.3%
Forest – 85,309 acres / 30.4
Extractive/Barren/Bare – 379 acres / 0.1%
Wetland – 7,182 / 2.6%

Total Resource Land – 174,994 acres / 62.3%

Total Land Area – 280,727 acres / 83.7%
Total Water Area – 54,563 acres / 16.3%

Total Acreage – 335,290

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

ELECTIONS

Number of Registered Voters - 155,000 (projected for FY 12)

TRANSPORTATION

Harford County Transportation Service:

Annual Ridership – 273,712

Number of Vehicles – 39

Vehicle Miles Traveled – 526,957

Major Highways – I-95, US 40, US 1, and MD 24

Distance to:

Wilmington, DE – 40 miles

Washington, D.C. – 60 miles

Philadelphia, PA – 75 miles

Harrisburg, PA – 80 miles

Richmond, VA – 140 miles

New York, NY – 165 miles

Air for Charter and Corporate flights:

Harford County Airport, Aldino

Fallston Airport, Fallston

Forest Hill Business Airpark, Forest Hill

Train:

Commuter – Amtrak

MARC (MD Rail Commuter – Edgewood, Aberdeen)

Freight – CSX Transportation, Conrail

COMPARING MARYLAND COUNTY STATISTICS

POPULATION

(SOURCE: Quick Facts from the US Census Bureau, 2010 data)

Montgomery County - 971,777

Prince George's County - 863,420

Baltimore County - 805,029

Baltimore City - 620,961

Anne Arundel County - 537,656

Howard County - 287,085

Harford County - 244,826

Carroll County - 167,134

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

COMPARING VARIOUS COUNTY BUDGETS

(SOURCE: OPERATING BUDGETS - [MARYLAND MANUAL ONLINE](#); CAPITAL BUDGETS - COUNTY WEBSITES)

	<u>FY 11 Operating</u>	<u>FY 11 Capital</u>
Anne Arundel County	\$1,165,028,500	\$319,767,700
Baltimore County	\$1,762,469,412	\$54,047,513
Baltimore City	\$1,380,819,744	\$673,819,000
Montgomery County	\$3,368,639,171	\$1,045,385,000
Prince George's County	\$1,578,099,000	\$375,133,000
Howard County	\$1,134,397,025	\$210,398,000
Harford County	\$579,103,381	\$124,508,195
Carroll County	\$348,400,000	\$53,296,466

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

PROPERTY TAX RATES

Real Property
Tax Rates
July 1, 2009 – June 30, 2010
Per \$100

	Maryland	\$0.1120
1	Baltimore City	\$2.2680
2	Baltimore County	\$1.1000
3	Harford	\$1.0420
4	Carroll	\$1.0480
5	Charles	\$1.0260
6	Kent	\$1.0220
7	Howard	\$1.0140
8	Garrett	\$0.9900
9	Allegany	\$0.9829
10	Prince George's	\$0.9600
11	Washington	\$0.9480
12	Cecil	\$0.9150
13	Frederick	\$0.9360
14	Dorchester	\$0.8960
15	Somerset	\$0.8837
16	Calvert	\$0.8920
17	Anne Arundel	\$0.8800
18	Caroline	\$0.8700
19	St. Mary's	\$0.8570
20	Queen Anne's	\$0.7671
21	Wicomico	\$0.7590
22	Worcester	\$0.7000
23	Montgomery	\$0.6990
24	Talbot	\$0.4320

Business Personal Property
Tax Rates
July 1, 2009 – June 30, 2010
Per \$100

	Maryland	None
1	Baltimore City	\$5.6700
2	Baltimore County	\$2.7500
3	Harford	\$2.6050
4	Carroll	\$2.6200
5	Charles	\$2.5650
6	Howard	\$2.5350
7	Allegany	\$2.4573
8	Prince George's	\$2.4000
9	Washington	\$2.3700
10	Cecil	\$2.2880
11	Somerset	\$2.2090
12	Dorchester	\$2.2400
13	Calvert	\$2.2300
14	Anne Arundel	\$2.2000
15	Caroline	\$2.1800
16	St. Mary's	\$2.1430
17	Wicomico	\$1.8980
18	Worcester	\$1.7500
19	Montgomery	\$1.7470
	Garrett*	
	Frederick *	
	Kent*	
	Queen Anne's*	
	Talbot*	

(SOURCE: www.dat.state.md.us)

*NONE ON BUSINESS, ONLY UTILITY

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

PERSONAL INCOME TAX RATES 2010

(SOURCE: WWW.INDIVIDUALS.MARYLANDTAXES.COM)

1	Howard	3.20%
2	Montgomery	3.20%
3	Prince George's	3.20%
4	Somerset	3.15%
5	Wicomico	3.10%
6	Harford	3.06%
7	Baltimore City	3.05%
8	Carroll	3.05%
9	St. Mary's	3.00%
10	Frederick	2.96%
11	Allegany	3.05%
12	Charles	2.90%
13	Queen Anne's	2.85%
14	Kent	2.85%
15	Baltimore County	2.83%
16	Calvert	2.80%
17	Cecil	2.80%
18	Washington	2.80%
19	Garrett	2.65%
20	Caroline	2.63%
21	Dorchester	2.62%
22	Anne Arundel	2.56%
23	Talbot	2.25%
24	Worcester	1.25%



Flowering Dogwood
Official Harford County Tree

COUNTY BUDGET POLICIES/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 Government Finance Officers Association; and conform to Federal, State and local regulations as well as the requirements of the Governmental 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 where necessary, our ways of conducting business.

Harford County's Fiscal Policies are based on and have evolved from:

I HARFORD COUNTY CHARTER, ARTICLE V, BUDGET AND FINANCE

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.

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.

II 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.

COUNTY BUDGET POLICIES/PROCESS

III 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 County policy 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.

IV HARFORD COUNTY'S FIVE YEAR BUSINESS PLAN

- A THE EVOLUTION OF THE PLAN** – In addition to State and County legal requirements, various County administrations have initiated studies and developed plans and policies to successfully manage the County's finances. These policies evolved over time. Budget shortfalls experienced by the State of Maryland greatly impacted the way the County does business. By 1993, these studies, plans and policies were consolidated in a Five Year Business Plan. Components of the Plan are updated annually and the entire Plan is to be reviewed, revised, and/or reaffirmed every five years. This Plan has become the basis from which most of the County's fiscal policy has been derived.
- 1 FISCAL YEAR 1988** – The County Administration, at that time, wanted to assure the citizens of Harford County that funding for public services, programs, and facilities was sufficient to assure effectiveness; appropriate as to source; and fair and equitable throughout the County. To this end, the Administration began in September 1987 to develop a ten year model for operating and capital budgets in the General, Highways and Water and Sewer Funds. Various department heads participated in identifying the needs of the County and its school system, Community College, Library System, and Public Safety Divisions.
 - 2 FISCAL YEAR 1991** – In December 1990, the newly elected Administration recognized that, for the foreseeable future, revenues available to fund governmental services would not increase as rapidly as in the past. They undertook a complete review of the County's operating budgets and capital improvement program. At that time the State of Maryland, and most of its subdivisions were dealing with dwindling revenues of a magnitude that had not been seen for quite some time, and which had resulted from a decline in new construction; increased unemployment; fewer available Federal and State grant funds; and a general economic slowdown. In addition, Harford County real property tax assessment growth was capped at 6% per year for residential properties, further limiting projected revenue. Credit rating agencies had judged the County to be well managed, both from executive and financial management considerations. The Administration was committed to maintaining sound management practices in all areas, and established a goal to address the current business cycle and to plan for the future, while not increasing the existing property tax rate.

COUNTY BUDGET POLICIES/PROCESS

- 3 FISCAL YEAR 1992** – Through prudent budgeting and stringent cost-saving measures the County Administration developed a Fiscal Year 1992 budget which included an unappropriated fund balance of \$6.3 million. However, the State of Maryland was facing an anticipated \$445 million revenue shortfall. Twice during Fiscal Year 1992 the State enacted measures to eliminate their deficit by reducing State assistance to local governments. Harford County's share of the reduction was \$3.3 million. The County was able to absorb the reduction through expenditure savings and an increase in revenues.
- 4 FISCAL YEAR 1993** – The County budget included a \$7.7 million unappropriated fund balance, but the State again announced an anticipated revenue shortfall of \$150 million. This time the State, which had been liable for the Social Security costs of the local governments' Boards of Education, Community Colleges and Library systems, passed that liability to the counties. This unanticipated expense cost Harford County over \$6 million for Fiscal Year 1993.

The County increased a number of fees for permits and licenses to more nearly reflect the cost of providing the oversight responsibility it held in these areas. The "capped" real property tax assessment was also increased to 10% per year. In addition, the County Administration adopted the initial Five Year Business Plan.

- 5 FISCAL YEAR 2004** – Multiple factors impacted the County's budget development for Fiscal Year 2004. On the revenue side, the national economy slowed, stock markets declined, and unemployment rates rose leading to a drop in Income Tax receipts; and once again the State of Maryland was projecting major funding deficits for the current and upcoming fiscal years. On the expense side, the County was faced with the price tag for implementing the Federal "No Child Left Behind" and the State "Bridge to Excellence" education legislation, a projected 30% increase in health benefit costs, and a pay and classification structure for County employees that had not been realigned since 1997, leaving Harford County out of line with other Maryland local governments. These factors resulted in belt tightening measures so stringent that our General Fund Budget was reduced by almost \$4 million over the Fiscal Year 2003 budget. This led to scrutiny of and amendments to our Fiscal Policies. A major change to the County's financial management practices was converting from a standard of maintaining a level of debt service no greater than 5% of the General Fund Budget to a policy of keeping that debt to as small a portion of the General Fund Budget as is realistically possible, while not tied to a set ratio. This change allowed for conservative, yet fluid, responsible and fiscally prudent debt management.
- 6 FISCAL YEAR 2007** – Shortly after taking office, County Executive Craig was apprised of the extent to which the Department of Defense's Base Realignment and Closure (BRAC) actions would impact Aberdeen Proving Ground (APG) and Harford County. BRAC, combined with jobs that will be indirectly created, was projected to increase the County's population by as much as 55,000 over the next ten years. However, the County Executive kept foremost in his budget development consideration of those issues pertinent to our present citizens: enhancing our educational system; maintaining public safety; protecting our environment; and preserving our quality of life.

County Executive Craig charged the Treasurer and the Chief of Budget to meet with all County departments, outside agencies, and the towns, in order to compile a database, combining all of the operating and capital needs these groups project for the next ten years.

COUNTY BUDGET POLICIES/PROCESS

Then each group was asked how BRAC would change those needs. This data was then analyzed for consistency with the County's Master Plan and for affordability in light of projected revenues. This data is now updated annually and forms the basis for our Capital Improvement Program, our annual Capital Budget, and anticipated future on-going operating expenditures.

By Executive Order, the County Executive appointed the BRAC Planning and Advisory Commission (BPAC) to identify the opportunities and challenges resulting from BRAC and its increased activities on and off APG, to define the infrastructure needs required to support these activities, and to evaluate the ability of the County to meet these challenges and fulfill the needs. This resulted in a BRAC Action Plan which delineates preparatory steps the County must take and must fund.

This is a process that will evolve over the next ten years, while we will simultaneously deal with changes to the national and state economies, legislated mandates, and the will of our citizens. The dynamic will be challenging and will have significant impact on our strategic planning.

The Administration has formalized a process for budget development, which starts each year with revising our database. The information is shared with our Planning & Zoning Department for compliance with our amendments to our Master Plan. Existing services are evaluated via performance measures to assure best practices. Federal, State and local legislation is monitored for fiscal impact. We consult with the County Council, the towns and outside agencies to share data and explore cooperative agreements. Research is conducted to consider alternative means of doing business. Revenue streams are analyzed and trends noted. Service charges are evaluated and adjusted to fair levels; as yet untapped funding sources are explored. The Administration has however established the policy that bonded debt and its resulting debt service is to be kept to as small a portion of the General Fund Budget as realistically possible, while not tied to a set ratio.

B CORNERSTONES OF THE PLAN – Harford County's Five Year Business Plan addresses the areas of Financial and Strategic Planning, Debt and Cash Management, Revenues, plus 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.

1 FINANCIAL PLANNING – A Six Point Plan was designed to address economic cycles and maintain the existing property tax rate.

- a. Expenditures will be reviewed and approved based on real versus perceived need.
- b. Each function, service, project, and expenditure will be reviewed as to its affordability.
- c. New sources of revenue will be identified and advanced.
- d. We will prepare, integrate through planning, and maintain conservative annual operating budgets and multi-year spending plans.
- e. We will plan for and preserve a prescribed year-end fund balance to maintain our credit rating, and to provide for emergency needs.

COUNTY BUDGET POLICIES/PROCESS

- f. We will develop and implement a new Ten Year Capital Program based on affordability and sound debt management practices.

2 STRATEGIC PLANNING – The Business Plan also incorporates Ten Principles of Sound Financial Management.

- a. The planning system in the County will continue as a dynamic process which is synchronized with the Capital Improvement Program, Capital Budget, 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 plans at least every five years.
- b. New private projects increase the assessable bases in the County and provide the funding for operating budgets and capital projects of the County. Harford County must continue to diversify its economic base by encouraging commercial employment and associated revenues. Such business and industry must be in accord with plans and ordinances of the County.
- c. Annual budgets shall continue to show fiscal restraint. Further, it is imperative that a positive cash balance (surplus) be shown in the General Fund at the end of the fiscal year. If necessary, spending during the fiscal year will be reduced sufficiently to create a cash surplus.
 - (1) 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, to permit orderly adjustment to changes resulting from termination of revenue sources through actions of other governmental bodies, and to meet unexpected small increases in service delivery costs.
 - (2) The reserve will be maintained at a level not to exceed 3% of the total General Fund, and any other fund, in any given fiscal year per Section 506(6) of the County Charter.
 - (3) A managed reserve shall be maintained as part of the General Fund. The reserve will be maintained at a level not less than 5% of the total General Fund disbursements in any given fiscal year.
- d. If a deficit appears to be forthcoming, the County Executive shall direct that a freeze be placed on personnel hiring and new capital expenditures. Exceptions are to be made only on a tightly controlled case by case basis.
- e. 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.
- f. 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.
- g. 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.
- h. The County's debt ratios shall be maintained at the following levels:
 - (1) 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.
 - (2) Bonded debt and its resulting debt service are to be kept at a level not higher than 10% of the General Fund Budget.

COUNTY BUDGET POLICIES/PROCESS

- i. Debt must not expand beyond that already contemplated. Self liquidating bonds will be issued only after careful analysis for fiscal soundness to ensure that revenue sources are properly in place and appropriate covenants protect the fiscal soundness of the County.
- j. 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:
 - (1) The accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB, NCGA, AICPA and FASB).
 - (2) Regular monthly financial reports and annual financial statements will present a summary of financial activity by governmental funds and all funds respectively.
 - (3) 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).
 - (4) 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.
 - (5) The County will regularly report to the National Federation of Municipal Analysts on the activities occurring in the County.
 - (6) 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.

3 DEBT MANAGEMENT – In order to provide an adequate physical infrastructure, improve services, and channel growth while maintaining the County's quality of life, a balanced approach to capital funding was adopted.

- a. The County will issue General Obligation Bonds for new buildings, and major renovations and repairs to existing buildings which contribute to the life of an asset.
- b. Water and Sewer projects will be financed with long term debt, only after sources of revenue, such as connection charges and/or assessments to property owners who will benefit from the improvements, have been established to pay the annual debt payments.
- c. Pay-As-You-Go (Paygo) will continue to be used for minor renovation and repair projects which have an asset life of less than ten years.

DEBT BURDEN ANALYSIS

Debt burden is a measurement of the relationship between the debt of the County and its property tax base and population. The broadest and most generally available measure of wealth in the community is the assessed valuation of all taxable property. In addition, debt can be compared to population to determine a per capita burden level. The County makes these comparisons each time it offers bonds for sale. They are included in the official statements that are distributed to prospective investors. A Debt Burden Analysis spreadsheet is updated annually for the Business Plan and is included in the Fiscal Year Budget Summary section of this budget document.

COUNTY BUDGET POLICIES/PROCESS

- 4 CASH MANAGEMENT** – To achieve the most productive use of cash, minimize operating costs, and provide maximum flexibility the County shall:
- Pool cash from the different funds for investment purposes.
 - Invest 100% of its idle cash on a continuous basis.
 - 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.
 - Analyze market conditions and investment securities daily to determine the best possible return on all cash investments.
 - Make arrangements with a bank on a contractual basis for a specified period of time and with specified fees for each service rendered.
- 5 REVENUE POLICIES** – The plan 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
 - The County will estimate its annual revenues by an objective, analytical process.
 - Annually, the County will update revenue projections for the next three years. As part of this annual process each existing and potential revenue source will be re-examined.
 - Property Tax Base and Rates
 - The Treasurer shall make all checks necessary to assure that property appraisal and assessment procedures are fair and accurate, even though these are State functions.
 - The Treasurer and the Director of Planning and Zoning shall check property classifications to ensure that zoned land carries the proper appraisal.
 - The County will follow an aggressive policy of collecting property tax revenues. The annual level of uncollected property taxes shall not exceed 1.0%.
 - User Charges, Service Fees, Fines, Etc.
 - 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.
 - 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.
- 6 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, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

COUNTY BUDGET POLICIES/PROCESS

- b. 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.
- c. 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 will be performed at least biannually on the pension systems. Adjustments in benefits will be authorized through legislation only after the test of actuarial soundness.
- d. Budgetary Control
 - (1) The County will maintain a budgetary control system to assist in adhering to the enacted budgets of the various operating funds.
 - (2) The County will, at least monthly, prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
- e. Three Year Expenditure Plan - Annually, the County will update expenditure projections for the next three years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
- f. 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 that is proposed. Fiscal Impact Statements shall also be prepared to determine future financial impact of subdivision approvals. The fiscal impact shall be assessed on both the expenditure and revenue side of the budget.

7 CAPITAL IMPROVEMENT BUDGET POLICIES

- a. Generally
 - (1) All capital improvements and various related projects must be made in accordance with the Approved Capital Improvement Program.
 - (2) Annually, the Planning Advisory Board shall consider an itemized list of all capital projects and the capital improvement program which all agencies of the County government propose to undertake in the ensuing fiscal year and the next succeeding five fiscal years thereafter. After consideration by the Planning Advisory Board, the Director of Planning shall transmit to the County Executive, together with his recommendation, a list of projects recommended by said Board to be undertaken in the periods aforesaid and the estimated cost thereof.
 - (3) The County's Capital Review Subcommittee will simultaneously review the same list of projects and make recommendations to the County Executive, based on each project's compatibility with the County's Master Plan, the coordination of projects between departments, and what items need to be considered for inclusion in preventive maintenance projects.
 - (4) The County shall 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, therefore, approved capital projects must follow the standard debt policies of the County.
- b. Five Year Capital Improvement Program
 - (1) In accordance with the Harford County Charter, the County will adopt a five-year Capital Improvement Plan and update it annually.

COUNTY BUDGET POLICIES/PROCESS

- (2) The County will annually enact capital improvements based on the Five-Year Plan.
- c. Financing Projects
 - (1) All projects must be funded in accordance with the adopted County debt policy.
 - (2) The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the County Council for approval.
 - (3) The County will utilize the least costly method of financing all new projects.

V **HARFORD COUNTY'S STRATEGIC PLAN**

For Harford County, 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 on which Performance Management 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 from time to time. Such plans may be initiated by order of the County Executive or by legislative act of the Council. Master Plans provide 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. This Harford County Master Plan marked the beginning of comprehensive planning under the new charter form of government.

THE DEVELOPMENT ENVELOPE – concept, which defined a geographic area for planned development, was introduced in the 1977 Master Plan. This concept allowed the County to begin staging and directing more intense growth into a specific area, namely the corridors defined by I-95/U.S. 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 advance the purposes of the Master Plan.

A LAND USE ELEMENT PLAN – which is viewed as the core of the Master Plan shall show proposals for public, private, residential, commercial, industrial, agricultural and recreational uses of land. The plan should show the most appropriate and desirable patterns for the general location, character, extent, and interrelationship of the manner in which the community should use its public and private land at specified times as far into the future as is reasonable.

COUNTY BUDGET POLICIES/PROCESS

A TRANSPORTATION PLAN – covering 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.

A WATER & SEWER MASTER PLAN – sets the foundation for timing and planning of public water and sewer facilities in appropriately zoned areas.

A SOLID WASTE MASTER PLAN – evaluates the County's solid waste management operations and establishes a 10 year management program for these operations.

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 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 simply says 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, which required that certain “visions” be incorporated into county and municipal master plans. These visions include: 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:

COUNTY BUDGET POLICIES/PROCESS

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 While the visions of the State's 1992 Planning Act remain as a foundation for all local and State plans, and the work accomplished under this act helped to shape five pieces of legislation passed by the State General Assembly, collectively known as "Smart Growth". These directed the State to target programs and funding to support established communities and locally designated growth areas and to protect rural areas.
- 2004 The Master Plan begins by defining the relationship between the Land Use Element Plan and the other elements, all of which will be updated concurrently, to ensure consistency with the initiatives outlined in the Land Use Element Plan. This is a first step in developing a consolidated Comprehensive Plan.

Also included for 2004 was an updated RURAL ELEMENT PLAN, and:

A COMMUNITY FACILITIES PLAN ELEMENT – which goes as far into the future as is reasonable with appropriate and desirable proposals for parks and recreation areas, schools and other educational and cultural facilities, libraries, churches, hospitals, social welfare and medical facilities, institutions, fire stations, police stations, jails, and other public office or administrative facilities.

Interjurisdictional coordination, as called for by the State of Maryland to direct future growth toward existing population centers, is also addressed in the 2004 plan, to develop a regional approach to growth management and resource protection.

A CONSOLIDATED PLAN – which 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 for 2004. While the Development Envelope is included in these growth areas, other pockets of the County will be developed as well, mainly the HEAT (Higher Education and Applied Technology) Center, Harford Community College, municipalities, rural villages and certain mixed office use locations.

COUNTY BUDGET POLICIES/PROCESS

The 2004 Plan also incorporates 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 has developed

a series of Guiding Principles, which form the foundation for the Land Use Element Plan, and in effect provide the County’s vision for growth management and resource protection: 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.

- 2008 Preservation Priority Plan – State mandated plan to define a specific area of the county for Agriculture Preservation enhances and complemented the objectives and strategies in the Rural Element Plan.
- 2008 Rewrite Zoning Code and Subdivision Regulations – overhauled and enhanced the zoning and subdivision regulations with 21st century design standards.
- 2009 Updated the Natural Resource Element Plan – included was the State mandated Water Resource Element which assessed the county public and private water demand and supply and provided a strategic plan for future water resources.
- 2009 Updated Transportation Plan – enhanced bicycle and pedestrian strategies as well as included air quality strategies.
- 2010 Updated Historic Preservation Plan

VI PERFORMANCE MEASURE MANAGEMENT

In 1996, Harford County became the first jurisdiction in Maryland to institute Performance Based Management through all levels of County Government. In addition to current and future basic operational obligations, we must also recognize those expenses, to be funded for the

upcoming year and committed to future budgets, which work towards meeting the Administration’s short term objectives and long term goals. The need to align department/agency strategic plans, budgets, and performance measures with the Countywide Mission, Vision, Goals and Objectives has become increasingly clear. Throughout their terms, each County Executive has held periodic work sessions to reaffirm their Vision and Mission, and to reevaluate and/or redesign their goals.

Each agency funded by Harford County has also been charged with developing its own Mission Statement and Goals, in support of the County’s overall Vision, Mission, Goals and Objectives. In addition, the departments had to establish short-term Objectives to meet their Goals, and various Performance Measures to quantify their success or failure to meet their Objectives.

COUNTY BUDGET POLICIES/PROCESS

After reviewing our Performance Based Management system, which was instituted in 1996, it was found that our measurements were portraying an incomplete picture of the County's efforts. The analysis showed that over 40% of performance measures were output oriented. The Budget Office instituted better guidelines and a new performance measure program that provides accurate information as to how well we are progressing towards accomplishing the County's Mission, Goals, and Objectives. This program should answer the following questions: what is being achieved; how efficiently was the work performed; and whether or not citizens were assisted and satisfied.

A ELEMENTS

- 1 **VISION:** What the organization would look like if it achieved its mission. Something seen in the future after mission is achieved.
- 2 **MISSION:** The charge, assignment, or purpose given to an organization or part of that organization. It should define who the customer/client is, and why the organization exists.
- 3 **GOAL:** The condition or state that one is striving to achieve. Usually long-term and may be beyond what might reasonably be expected to be achieved. Goals should give more specific direction on how the mission will be achieved. A goal should be a statement of broad direction, purpose or intent based on the needs of and issues facing the community. A good goal should begin with "To" and a verb, and should identify the customer.
- 4 **OBJECTIVE:** A statement of the condition or state one expects to achieve. An objective should be realistic, measurable, generally within the control of the organization and time constrained.
- 5 **PERFORMANCE MEASURES:** Data which indicates if you are achieving results on your strategic plan. Performance Measures help translate an organization's mission, vision, and strategy with tangible objectives.

Harford County's concept encompasses a "family" of measures approach in order to present a balanced picture of performance. The "family" of measures includes the following types:

- a. Input – Value of resources used to produce an output.
- b. Output – Quantity or number of units produced. Outputs are measurable.
- c. Efficiency – Inputs used per unit of output (or outputs per input).
- d. Service Quality – Degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- e. Outcome – Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate "why" of providing a service.

COUNTY BUDGET POLICIES/PROCESS

B PLANNING, BUDGETING, MANAGING, & ACCOUNTING ARE ALL LINKED

They all deal with the allocation of resources, and budgeting must not be a numbers crunching episode, but a planning activity matching financial resources to achieve program goals.

C STRATEGIC PLANNING

Strategic planning requires analyzing: the community's strengths that can be leveraged; weaknesses to be improved upon, current and future opportunities; and critical needs that should be addressed. The results of these analyses should then be used to establish broad goals to guide us in decision making. Strategic planning means:

- 1 IDENTIFYING "STAKEHOLDERS"** (the citizens and groups) and their concerns, needs, and priorities. Harford County does this now with citizen surveys, public hearings, and reports from boards, commissions, and councils.
- 2 RECEIVING INPUT FROM STAFF** on long range plans, their fiscal impact and the related consequences of decisions. We annually ask each department for input of any problems or opportunities the County may face in the next three years.
- 3 DEVELOPING TREND ANALYSIS OF NEEDS AND RESOURCES** including capital projects which ultimately result in operating expenses. The County Executive receives input from the Spending Affordability Committee and the Planning and Zoning Advisory Board.

D BUDGETING

1 REVIEW THE PAST:

- a. Did you meet your targets last year?
- b. By themselves, measurements do not tell the whole story about program performance, although variances of actual performance from planned performance or trends over time do raise "red flags" about problems or opportunities.
- c. Variances do not per se constitute value judgments about whether the program or its managers performed well or poorly.
- d. The important point when examining variances is to understand WHY they occurred and what the program can do about them.
- e. Even a negative result can work to one's benefit if it justifies more resources being allocated to get the job done.

2 PLAN THE FUTURE: Operational Planning and Control

- a. Probably the most frequent and important use of performance measures.
- b. Departmental staff are also asked to evaluate program or position requests for possible trade offs/reductions/or elimination; changing service levels; and changing the allocation of resources.

COUNTY BUDGET POLICIES/PROCESS

- 3 DEVELOPING A FUNDING LEVEL REQUEST** – must be justified in terms of the delivery of benefits to the clients and the difference the program will make to the community.

E MANAGING

The budget and performance management are not just annual exercises but should be used as management tools throughout the year.

1 MONITORING THROUGHOUT THE YEAR:

- a. Assures your program is on course.
- b. Alerts one to any problems as they occur and avoids surprises.

2 BENCHMARKING:

- a. Measuring our progress against other jurisdictions or even just our own past performance

3 YEAR END REVIEW:

- a. To evaluate performance and to set future direction

Are you on target?

Is the program efficient/effective?

Will you need to employ more or less resources next year?

Do you need to change how you are doing business?

Do you need to change what you are measuring?

F ACCOUNTING

Accounting is a relationship between those who control or manage an entity and those who possess formal power over them. It requires the accountable party to provide an explanation or a satisfactory reason for his or her activities and the results of efforts to achieve the specified tasks or objectives. This assists citizens both in assessing how well we are doing our job and in making economic, social, and political decisions. Accountability is the paramount objective from which all other objectives flow. Responsibility to the Taxpayers include that governments and agencies are entrusted with public resources and the authority for applying them, and have a responsibility to render a full accounting of their activities; taxpayers are generally involuntary resource providers; the amount of taxes individuals pay often seems to bear little relationship to the services they receive; often no “exchange” relationship exists between resources provided and services received.

COUNTY BUDGET POLICIES/PROCESS

G ASSURING THE CITIZENS ARE SATISFIED WITH THEIR GOVERNMENT

1 GOVERNMENTS SHOULD MONITOR AND EVALUATE STAKEHOLDER SATISFACTION WITH PROGRAMS AND SERVICES.

2 THEY SHOULD SEE THINGS FROM THE CITIZENS' POINT OF VIEW:

- a. It's possible to have a very busy year without making any difference to citizens;
- b. The public will not be greatly interested in the amount and type of work output information; although useful to program managers it is not meaningful to the public;
- c. Citizens want to know how programs are affecting their lives and the quality of life of society. Client benefit/impact and strategic outcome information are more important to them.

VII HARFORD COUNTY'S ADMINISTRATIVE FISCAL POLICIES

A LONG TERM FINANCING TECHNIQUES

- 1 GENERAL OBLIGATION BONDS** – are also known as full faith and credit bonds, and 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 being the most common uses of bond proceeds.
- 2 REVENUE BONDS** – unlike general obligation bonds, are payable solely from identified sources of revenue, which may be derived from rates, fees, or charges for service imposed on users of the financed project; tax increments; 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.
- 3 SPECIAL ASSESSMENT BONDS** – Under law the County may establish assessment districts and issue bonds for infrastructure improvements. The bonds are secured solely by the properties in the district, with revenues generated by a special assessment or tax on the properties.
- 4 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 lessee 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/PROCESS

B 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.

C 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 to the community. For example, the County, through the local Emergency Assistance Program, provides direct payments to clients in need. County Government 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.

D 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, such as 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 requisite County programs and activities. Capital project contract management and engineering services have been established as requirements contracts.

E 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. Whenever 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.

F DIRECT MATCHING GRANTS

Where appropriate, County Government provides public funds to private and nonprofit organizations to support activities 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

COUNTY BUDGET POLICIES/PROCESS

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.

G 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.

H 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. Neither the credit nor the taxing power of Harford County may be pledged to the payment of principal, interest, or other costs of such bonds.

I MULTIPLE USE OF FACILITIES

Increasing costs of capital investment in buildings and facilities demand optimal use by more than one type of government program or service, consideration of future population trends, and service or program emphasis. County Government requires planning coordination among its departments and agencies, other user agencies, and when appropriate, private user organizations to ensure the functional lifetimes of all such buildings and facilities extend well beyond the current generation. An example of such 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.

J 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 taxpayers and County Government have obtained substantial benefits and economies through a cooperative procurement policy. 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.

COUNTY BUDGET POLICIES/PROCESS

K RETIREMENT PLANS

- 1 **COUNTY GOVERNMENT** – employees participate in either of two plans; both plans are administered by the State of Maryland under provisions of Article 73B of the Annotated Code of Maryland:
 - a. The Employees' Retirement System of the State of Maryland was established October 1, 1941, with Harford County joining 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.
 - b. The Employees' Pension System of the State of Maryland was established January 1, 1980, with Harford County joining 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.
- 2 **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 the 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, for all eligible Harford County's Deputy Sheriffs who are sworn, certified law enforcement officers. 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.
- 3 **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 certain 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.

COUNTY BUDGET POLICIES/PROCESS

- 4 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.

L 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 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 county-wide safety program.

- 1 WORKERS' COMPENSATION** – As of July 1, 2010, Harford County has excess workers compensation and employer's liability insurance with a \$500,000 retention for all claims. The County is also maintains reserve funds of \$750,000 for workers' compensation claims.
- 2 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.
- 3 PROPERTY DAMAGE** – The County carries commercial property insurance coverage with a \$25,000 deductible on real and personal property, and a \$25,000 deductible for physical damage to County owned vehicles.

VIII HARFORD COUNTY'S ACCOUNTING POLICIES

- A BASIC FINANCIAL STATEMENTS** – Harford County Government's basic financial statements are comprised of three components: 1) government-wide financial statements; 2) fund financial statements; and 3) notes to the financial statements.

- 1 GOVERNMENT-WIDE FINANCIAL STATEMENTS** – The government-wide financial statements are designed to provide readers with 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 are 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.

COUNTY BUDGET POLICIES/PROCESS

- a. 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. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position and condition of Harford County Government is improving or deteriorating.
- b. 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. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but not used vacation leave).

Both of the government-wide financial statements distinguish functions of Harford County Government that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities of Harford County Government include general government, public safety, highways and streets, solid waste, economic development, agricultural land preservation and parks and recreation. The business-type activities of Harford County Government include 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: Harford County Board of Education, Harford Community College, and Harford County Library and Harford Center, Inc. Financial information for these component units is reported separately from the financial information presented for the primary government itself.

- 2 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.
- 3 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.

B FUND CATEGORIES

- 1 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. Such information may be useful in evaluating a government’s near term financing requirements.

Harford County Government maintains seven individual governmental funds:

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- a. 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.
 - b. 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. This fund also includes Traffic Safety and County-related transportation expenses.
 - c. 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.
 - d. THE AGRICULTURAL LAND PRESERVATION FUND accounts for dedicated transfer tax revenues and provides for easement purchases of County agricultural land.
 - e. 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.
 - f. 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.
 - g. 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.
- 2 PROPRIETARY FUNDS** – Harford County Government maintains two different types of proprietary funds:
- a. ENTERPRISE FUNDS 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 its Water and Sewer activities.
 - b. 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. Because this service predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.
- 3 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.
- a. Pension Trust Funds
 - (1) Sheriff's Office Pension Trust Fund: This 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.
 - (2) Firemen's Length of Service Awards Program (LOSAP): This trust fund was established to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.

COUNTY BUDGET POLICIES/PROCESS

b. Private Purpose Trust Funds

- (1) Revolving Loan Fund: This private purpose trust fund was established in February 1998. This account, joined with funding from several local lending institutions, provides loans to credit worthy businesses unable to obtain financing through traditional sources due to limited equity, collateral, or marginal cash flow. It serves as an alternative incentive offered by the County to attract, expand or retain a small business by extending below market rates and favorable terms.
- (2) BVL Cooperating Parties Group: This private purpose trust fund was established in September 1996 to account for revenues collected from potentially responsible parties for the purpose of undertaking the design and construction of the remedial systems deemed necessary at the Bush Valley Landfill Site.
- (3) Bar Library Trust Fund: The Bar Library private purpose trust fund was established in 1999 to account for all expenditures associated with the operations of the Bar Library of the Circuit Court of Harford County. Fines and appearance fees are sources of revenue.

C BASIS OF ACCOUNTING

The government-wide, proprietary, and fiduciary fund financial statements are reported using the 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 related cash flows. 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 recognized when measurable and available. 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, and claims and judgments, are recorded only when payment is 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.

D BASIS OF BUDGETING

Annual budgets are adopted for the General Fund, Highways Fund, Agricultural Preservation Fund, Parks and Recreation Fund, Capital Projects Fund, 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 Trust Fund budgets are for management control only. Budgets are adopted using the same basis of accounting as that used for reporting purposes, except for the following:

COUNTY BUDGET POLICIES/PROCESS

Encumbrances are treated as expenditures for budgetary accounting purposes

Payroll is accrued for financial statement purposes only

Interfund reimbursements are eliminated for financial statement purposes

The capital budget reflects appropriations for the Capital Projects Fund 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.

A Statement of Revenues, Expenditures, Encumbrances, and Changes in Fund Balances, Budget (Non-GAAP) vs. Actual is prepared for each governmental fund with an annual budget. These are the General, Highways, Agricultural Preservation and Parks and Recreation funds.

IX HARFORD COUNTY'S BUDGET POLICIES

Harford County Charter, Article V, Budget and Finance, Section 503 establishes the "Comprehensive Scope of Budget". The section states, "The County budget shall consist of the current expense budget, the capital budget and 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".

A FUND STRUCTURE

While Harford County's "Funds" are classified as either Governmental, Proprietary, or Fiduciary for accounting purposes, "Budget Funds" were established to comply with the Harford County Charter, Article V, Budget and Finance, Section 502(b). This defines the term "County funds" to... "mean any monies appropriated or approved by the Council or to which the County may at any time have legal or equitable title".

- 1 CURRENT EXPENSE BUDGET** – Harford County Charter, Article V, Budget and Finance, Section 506, Contents of the Current Expense Budget (1) requires "a statement of all revenue estimated to be received by the County during the ensuing fiscal year, classified to show the receipts by funds and sources of income" be included in the annual proposed expense budget. 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. They include:
 - a. Operating Funds
 - (1) 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

COUNTY BUDGET POLICIES/PROCESS

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”.

- (2) Solid Waste Services – includes revenues derived from, and expenses incurred for, the County’s management of solid waste.
- (3) 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.

b. Enterprise Funds

- (1) The Water and Sewer Fund – was established in accordance with Section 522 of the County Charter which requires a “Separate budget for each utility shall be included in the current expense and capital budget”. The fund covers the operations of the County’s water and sewer systems. The systems are financed primarily through charges to customers for services provided.
- (2) 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.

c. Special Revenue Funds – 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.

- (1) 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.
- (2) 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.

d. Other Funds – An additional fund was established by Harford County in response to the Governmental Accounting Standards Board (GASB) Statement No. 34, which requires certain self-sustaining accounts be included in a local government’s operating budget beginning July 1, 2001.

- (1) The Parks and Recreation Special Revenue Fund – in which revenues generated from fees and rents charged by the Department of Parks and Recreation, for activities of a self-sustaining nature, are used to fund those same activities.

2 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 for capital projects.”

a. Project Types:

Harford County’s Annual Capital Budget details the phase of each capital project the County has scheduled for that fiscal year. The Capital Improvement Program (CIP) provides the same detail for each of the next five fiscal years. The Capital Budget and

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the CIP are divided into different project types, based on the nature of the project, the funding source, or which department has responsibility. Project types include:

- (1) General Projects – these include projects funded with County General Fund Paygo, County Bonds, Recordation or Transfer Tax receipts, State, Federal, Developer or “Other” Funds. The projects are the responsibility of the County Administration, Sheriff’s Office, Emergency Operations, Volunteer Fire Companies, the Board of Education, Harford Community College, and/or the County’s Library System.
 - (2) Highways Projects – are funded with County Highway revenues, Federal, State, Developer, and “Other” Funds. The projects include: roads, bridges, resurfacing and other projects which fall under the purview of the County’s Department of Public Works.
 - (3) Parks and Recreation Projects – are those for which the County’s Department of Parks and Recreation is directly responsible. They are funded with Parks and Recreation Special Fund revenues, Recordation Tax receipts, Federal, State, and Program Open Space funds.
 - (4) Water and Sewer Projects – encompass any capital improvements or renovations to the County owned Water and Sewer System. In addition to Federal and State funds, the projects are supported with revenues derived from developers and system customers. County General Funds are not used for these projects.
- b. Capital Funds: The various “Funds”, 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 the nature of the project they provide for. They include:
- (1) Pay-As-You-Go – 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.
 - (2) 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.
 - (3) Lease Finance – Arrangements to secure short-term funding for certain renovation/repair projects and equipment purchases.
 - (4) Reappropriated – These funds are reallocated from one project to another.
 - (5) Program Open Space – These funds are to support recreation opportunities and come from the State of Maryland through the collection of a State Transfer Tax on real property.
 - (6) State Aid – State funding to assist Harford County in the financing of various capital projects.
 - (7) Recordation Tax – A tax imposed on every instrument of writing recorded or offered for record with the Clerk of Circuit Court (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 and capital improvements to existing school facilities. \$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 \$1.10 is dedicated for water and sewer debt service.

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- (8) 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 Preservation Program, and 50% to fund school site acquisition, school construction, or school debt service.
- (9) Impact Fee – The Maryland General Assembly adopted House Bill 965 (Article 24, Subtitle 10A, Harford County School Construction Financing Section 9-10A-01) in 2004. The bill states, "In general. – The County Council of Harford County, by ordinance, may fix, impose, and provide for the collection of a development impact fee not to exceed \$10,000 for new construction or development...Use of revenues. – The revenues from the special fund may be used only for:
 - a) School site acquisition;
 - b) School construction;
 - c) School renovation;
 - d) School debt reduction; or
 - e) School capital expense."

On June 10, 2005, the County Council of Harford County, Maryland enacted, as amended, Bill No. 05-21 that added Article VI, Public School Development Impact Fee, to Chapter 123, Finance and Taxation, of the Harford County Code. This legislation assures that new development contributes its fair share towards the costs of public schools reasonably necessitated by such new development, and to ensure that new development is reasonably benefited by the construction of new public schools built in whole or part with the proceeds of development impact fees. On December 1, 2009, the County Council enacted Bill No. 09-37 which lowered the impact fee charge as shown in the following table. The purpose of the roll-back in the fee structure was to provide an economic stimulus to the local housing market during the current economic recession.

Type of Residential Development	2009	Fiscal Year 2010	2011
Single Family Detached	8,269	8,269/6,000	6,000
Townhouse/Duplex	5,720	5,720/4,200	4,200
All Other Residential (including Mobile Homes)	1,637	1,637/1,200	1,200

There are exemptions made on housing for the elderly and Continuing Care Retirement Communities.

- (10) 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.
- (11) Other – There are various other funding sources which may become available. When amounts are material, identifiable, and predictable, they are cited as sources of funding in the capital budget.

COUNTY BUDGET POLICIES/PROCESS

B FUNDING SOURCES

- 1 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, plus certain non-profit and/or community programs, are 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”. General Fund revenues are derived from:

- a. Property Tax – 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.

Harford County’s current Property Tax rates are:

For Corporate and Personal Property

\$2.2408	Per \$100 of assessed value for all of Harford County
0.3650	A “Differential” imposed on properties outside of the towns, and dedicated to the Highways Fund
\$2.6053	Per \$100 of assessed value for properties outside the towns

For Real Property

\$0.8959	Per \$100 of assessed value for all of Harford County
0.1462	A “Differential” imposed on properties outside of the towns, and dedicated to the Highways Fund
\$1.0421	Per \$100 of assessed value for properties outside the towns

- b. Tax Credits:

- (1) The Homestead Tax Credit program - is a tax relief program originally enacted by the General Assembly in 1977 that requires the counties and municipalities of the state to set up a property tax assessment cap. Harford County has set its Homestead Credit Percentage at 5%. Upon qualification as the principal residence of the homeowner, this credit is automatically processed and is applied to the real property tax bill.
- (2) The Community Association Tax Credit exempts from property tax liability any real property utilized as a public park, playground, or scenic area, which is owned by a qualifying community or development association.
- (3) An 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.
- (4) A Solar Energy Tax Credit is a one time per property credit allowed when a solar or geothermal qualifying energy conservation device is installed.
- (5) An Enterprise Zone Tax Credit is granted to properties located within the enterprise zone on the property’s qualified assessment.

COUNTY BUDGET POLICIES/PROCESS

- (6) 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. Bill No. 07-06 established a County supplemental tax credit to the State Homeowner's tax credit program.
 - (7) A Landfill Proximity Tax Credit is provided for residential properties located in close proximity to a County-owned landfill.
 - (8) A real property tax credit is available under specific circumstances for the surviving spouse of a veteran who died while in the active military, naval or air service of the United States.
 - (9) A real property tax credit is available under specific circumstances for the surviving spouse of a fire, rescue, law enforcement or emergency medical service personnel who died in active service.
 - (10) Taxpayer Discounts – Harford County offers discounts to its taxpayers for early remittance of property taxes. Although property taxes are due and payable on October 1st of each year, discounts of 1% on July payments and ½% on August payments are granted, while interest is charged on all delinquent taxes beginning October 1st at a rate of 1.5% per month until paid. In addition, a 6% penalty for non-payment of taxes by October 1st is also imposed.
 - c. Income Tax – Each Maryland county determines their own Income Tax rate which 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, spreading Harford County's receipts over three fiscal years. For example, Income Taxes on a salary earned from January 1, 2007 until December 31, 2007, were due to be paid to the State on April 15, 2008. Harford County is sent our share in ten distributions, starting with estimated receipts from first quarter withholdings and estimated payments are distributed in May 2008 through a final distribution in September 2009.
 - d. Licenses and Permits are issued for businesses, construction, renovations, cable TV, pets, and marriages. It is County policy to annually review the cost of issuance incurred vs. the revenue generated. While the County's services will never be self supporting, each review determines whether the fee imposed needs to be adjusted to be more "cost neutral".
 - e. State Shared Revenues – include jury compensation; a civil defense rebate and a differential for Police Services which is determined by the County and the Town's assessable base percentage numbers.
 - f. Appropriated Fund Balance – any excess unappropriated fund balance realized at the end of a fiscal year, above the 5% Unappropriated 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.
 - g. Interfund Reimbursements – certain programs conducted with revenue from one fund, provide support to a program conducted with revenue from another source. Those portions of revenue and/or expenses incurred by the one program, but attributable to another program, are transferred via Interfund Reimbursements.
- 2 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's principal sources of revenue are a County Property Tax differential, State Shared Highways User's Tax Revenue, charges for services, and Intra-County revenues.

COUNTY BUDGET POLICIES/PROCESS

- a. 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 to County-wide Property Taxes, Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax, or "Differential" 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.

The Code also requires this revenue to be accounted for separate and apart from all other funds. For Harford County, the Highways Fund Property Tax Rate for Corporate and Personal Property are:

Property Tax Differential for Corporate and Personal Property:

\$0.390 Per \$100 of assessed value for properties outside the towns

Property Tax Differential for Real Property:

\$0.156 Per \$100 of assessed value for properties outside the towns

- b. State Shared 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 30% of these revenues with the counties and municipalities to help fund the construction and maintenance of local roads. The distribution to subdivisions is made according to a formula based on locally maintained road mileage and vehicle registrations.
- c. Charges for Services – These revenues include charges to developers for inspections (mainly of new construction), and technical review of designs and construction drawings of proposed utility installations; review of all proposed County road accesses; signs; and line striping.
- d. Charges to County Departments – Also included in this revenue category are reimbursements from County departments for costs incurred from First Vehicle Services for work on the County's fleet, and for fuel from County pumps for County-owned vehicles.
- 3 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.

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 wastewater facilities and systems in the County.

COUNTY BUDGET POLICIES/PROCESS

The County Council is enabled by the Harford County Code, Chapter 256-4 to establish a sanitary subdistrict 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 the Code, the County funds its Water and Sewer operations with the following revenues:

a. User Charges

- (1) Water – In addition to a "Usage Charge" for the amount of water consumed, a Base Water charge is also collected from each billing account, to help in recovering some portion of water and sewer operating fixed costs; and a Fire Flow Ready to Serve charge is levied quarterly on domestic customers. A charge is also placed on all customers when the County's system purchases water from other sources.
- (2) Sewer – As with the water system, in addition to a "Usage Charge" for system service, a Base Sewer Charge is also imposed on customers to recoup a portion of water and sewer operating fixed costs. The Base Sewer Charge is collected from each billing account. All sewer customers are charged when the County secures services from other systems. Specific charges are levied on customers in certain areas of the County where the system secures service from other sources. Septic users and haulers are charged a fee, and developers must pay for some pump station operations.

b. Service Charges

(1) Tests & Inspections

- a) On-site Inspection Fees – charges to developers for inspections, usually in areas of new construction.
- b) Water Line Testing – charges to developers for pressure testing the water lines.
- c) U&O Reinspection Fees – charges for water and sewer use and occupancy reinspections.
- d) Lab Testing Fees – tests of water and wastewater conducted at the request of the County Board of Estimates

(2) Miscellaneous Services

- a) Design Review – hourly charges to developers for staff time spent on engineering review of water and sewer plans.
- b) Construction Meter Rental – temporary meters for construction water usage from a hydrant.
- c) Hydrant Charges – hydrant rental charges and fees for the unauthorized use of hydrants.
- d) Job/Shop Repair Orders – charges to customers for installation of service along basic mains, cleaning blockage and repairs, and charges to contractors for equipment repairs.
- e) Meter Installations – charges to customers for installing water meters. The rate is based on the size of the meter.

COUNTY BUDGET POLICIES/PROCESS

- f) Miss Utility – a charge to contractors and developers for location of water and sewer lines.
- c. Other Charges
 - (1) Industrial Waste Permits – a fee to industries that discharge a toxic pollutant or require pretreatment of prohibited pollutants.
 - (2) Interest & Penalties – penalties on late payments, and the interest accrued on them; along with turn-on/turn-off fees.
- d. General Government Charges
 - (1) Bad Check Fees – charged on all checks returned for insufficient funds.
 - (2) Publications – requests for revisions to the County's Master Water and Sewer plan are processed through the County Council twice a year. Any requests for revisions at other times require a processing fee.
 - (3) Reproductions – charges to engineers and developers for blueprints of water and sewer plans.
 - (4) Tax Lien Certificates – for a \$50 fee a document is furnished to a taxpayer disclosing all assessments, taxes, and other charges outstanding on any parcel of property prior to transfer of ownership.
 - (5) Sales of Plans and Specifications – revenue from sale of plans and specifications by the County Procurement Department to prospective bidders on Water and Sewer Operating Fund operations.
 - (6) Recovery from Capital Projects – the cost of Water and Sewer salaries, benefits, supplies, materials, and equipment recovered from capital projects.
 - (7) Depreciation – the allocation of the cost of capital assets over their useful lives.
 - (8) Net Assets Appropriated – surplus funds from prior years, used to finance current operations.
 - (9) Interest Income – earned on the investment of all idle cash in the Water and Sewer Operating Fund, and on miscellaneous invoices.
 - (10) Miscellaneous Revenue – includes sundry fines and forfeitures, the sale of surplus vehicles, and revenues that cannot be otherwise classified.

4 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. 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 water, 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:

- a. System Capital Charges
 - (1) Connection Charges – These charges are based on a graduated scale of \$450 for sewerage connections, and \$650 for water connections based upon: peak demands of gallons per minute, number of fixture units served at peak demand, the ratio of peak demand to 30 fixture units, and size of the meter. 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.

COUNTY BUDGET POLICIES/PROCESS

- (2) Surcharges – Established by Harford County Code Chapter 256, Article V, Section 45.1, surcharges are placed on every water and sewer connection at \$450 per five-eighths inch equivalent area connection charge for water, and similarly \$100 for sewer. Surcharges are to be paid before issuance of a plumbing permit.
- (3) Development Charges – System development charges were established by Harford County Code Chapter 256, Article V, Section 45.2. Water/sewer mains must be deemed operational by the Department of Public Works, and development charges must be paid before issuance of a plumbing permit for connection. These fees are based on each five-eighths inch equivalent area connection charge, and increase by 6% each July 1st.
- b. Assessments
 - (1) Recordation Tax receipts – State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.), at the rate of \$6.60 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax: 2/3 to fund School Debt and/or school construction; 1/6 to fund Parks and Recreation Capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.
 - (2) 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 all properties in the system 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.
 - (3) 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 five-eighths inch equivalent area connection charge for properties connected to the water/sewer system before December 31, 1991, and \$140 per five-eighths inch equivalent for properties connected after December 31, 1991.
- c. 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 project is retired.
- d. 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.
- e. Capital Surcharges

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. GASB introduced a financial reporting model through GASB Statement 34, which requires capital contributions flow through income

COUNTY BUDGET POLICIES/PROCESS

statement 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.

f. Investment Income

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

g. Interest & Penalties

Chapter 256-19 of the Harford County Code imposes penalty assessments on late payment of water and sewer bills, as well as turn on/turn off fees.

- 5 SOLID WASTE SERVICES** – The Solid Waste Services Account records direct revenues and expenses pertaining to the County's management of the disposal of solid waste. Chapter 109, of the Harford County Code, Environmental Control, establishes the County's official Solid Waste Management Plan.

The Charter establishes the County's authority to set and collect fees and other revenue to support solid waste management. Chapter 157 Licenses and Permits delineates a number of Tipping Fees for waste brought to the landfill by either commercial haulers or private citizens.

a. Landfill Fees

- (1) Tipping Fee – Hauler Fee (Bill 92) – a per ton fee for disposal of Solid Waste
- (2) Tipping Fee – for Household Waste – private vehicles
- (3) Disposal Fees – associated with the disposal of tires, batteries, scrap metal and other items
- (4) Sale of Compost – as part of the Recycling Program of Harford County, leaves and grass are recycled into compost. The compost is sold at the landfill.
- (5) Sale of Mulch – as part of the Recycling Program of Harford County, brush material is chipped and shredded into mulch. The mulch is sold at the landfill.

b. Waste-to-Energy Fees

- (1) Steam Sales to the U.S. Army
- (2) Burning recovered material
- (3) Burning permitted material
- (4) Tire disposal
- (5) Tipping Fee – a per ton fee for disposal of Solid Waste (recycled materials are not charged this fee)

c. Other

- (1) Refuse License sold by the County
- (2) Interest on invoices
- (3) General Fund Support – while these activities are mandated by Federal and State regulations, avenues for imposing fees are limited by law and the marketplace. This results in the need for support with General Fund revenues. It should be noted that while Budget Policy defines Solid Waste Services as an individual account for management purposes, the County's financial statements consider it part of the General Fund.

COUNTY BUDGET POLICIES/PROCESS

- 6 COUNTY AGRICULTURAL PRESERVATION PROGRAM** – 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.

- a. County Transfer Tax – 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 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 and 50% to fund school site acquisition, school construction, or school debt service.
- b. Proceeds from Installment Loans – Proceeds from Installment Loans are not cash, but an accounting requirement. When the County enters into an Installment Purchase Agreement (IPA) with a land owner, the terms of the contract are set for the total price, the length of the agreement, and the fixed interest rate at which annual payments are to be made. The IPA's range in length from 10 to 20 years, with the interest and a small portion of the principal being paid each year. At the end of the term the land owner receives a lump sum payment for the remaining portion of the principal.
For accounting purposes, the County books the value of the IPA's that are anticipated to be initiated during the fiscal year. Though the County will not own the properties until the end of the contract, we do realize the value of ensuring that the farmland will be preserved throughout the term.
- c. Other
 - (1) Investment Income
 - (2) Fund Balance Appropriated

- 7 STATE AGRICULTURAL PRESERVATION PROGRAM** – 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. Farmland was also intended to help curb the random expansion of urban development.

COUNTY BUDGET POLICIES/PROCESS

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

- a. Maryland State's Property Transfer Tax – Harford County receives a portion of the State's Property Transfer Tax, which is assessed on all real property transfers.
- b. Maryland State's Agricultural Land Transfer Tax – Maryland imposes a State Agricultural Land Transfer Tax on all transfers of title on agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax; these funds are then shared with the local as follows:
 - (1) 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.
 - (2) 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. Harford County has a certified program.

8 PARKS & RECREATION SPECIAL FUND – 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 only for private purposes, pensions and investments. These Parks and Recreation activities no longer qualified as a “trust” under GASB 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's revenues are:

- a. Charges for Service:
 - (1) Emmorton Recreation & Tennis Center fees, rentals and contributions
 - (2) Skateboard Facility at the McFaul Senior/Youth Center fees
 - (3) Showmobile/Stage Rentals – a mobile stage is rented to recreation councils for non-profit and for-profit organizations
 - (4) Recreation Councils/Special Activities – all revenues generated by the sale of amusement park discount tickets, baseball and basketball tournaments, lacrosse and wrestling summer camps, etc.
 - (5) Rental of and/or contributions to Oakington Peninsula – a rental of tenant houses, farms or facilities at Swan Harbor and/or Oakington Farm
- b. Other:
 - (1) Fund Balance Appropriated – At the end of some fiscal years, this fund will have a revenue surplus, due to either spending less than budgeted, or generating more money than anticipated. The surplus will be appropriated to the next fiscal year.
 - (2) Capital Project Debt Service Payment – County Tax dollars are not used to support this Special Revenue fund, State Program Open Space capital funding was used to cover the principal and interest payments on the Debt Service incurred to acquire the

COUNTY BUDGET POLICIES/PROCESS

Emmorton Recreation and Tennis Center. The funds were appropriated to the capital project and then expended to become Intra-County revenue to the operating budget.

- (3) Miscellaneous Revenue – Since the activities budgeted to this fund are self-supporting, they can only spend what moneys they actually generate. This provides these functions appropriation authority to accept and spend unanticipated revenues.

X HARFORD COUNTY'S BUDGET PROCESS

Starting in Fiscal Year 1997, Harford County incorporated Performance Based Management into our Budget Process. Each Administration determines its Vision for Harford County, develops its Mission Statement, and establishes its long term Goals. Reaching those goals is paramount in making decisions for managing current and future resources. To this end, the Budget Process includes elements of the County's Five-Year Business Plan as follows:

A 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. As part of this annual process each existing and potential revenue source is re-examined. In addition to staff making revenue estimates, starting in Fiscal 1993, a Spending Affordability Committee has been appointed each year by the County Executive, to estimate projected growth in Income and Property Taxes for the upcoming fiscal year.

County Executive Craig has also established a Business Roundtable. Three times a year representatives from a cross section of the County's business community meet to discuss current trends they are experiencing. This information provides the County with more accurate and updated data on which to base revenue projections, particularly Income Tax.

B THREE-YEAR EXPENDITURE PLAN

Both operating and capital expenditure projections, for the next three years, 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. We will only incur debt when we are confident that sustainable resources will be available to retire that debt.

C INCORPORATING THE STRATEGIC PLAN

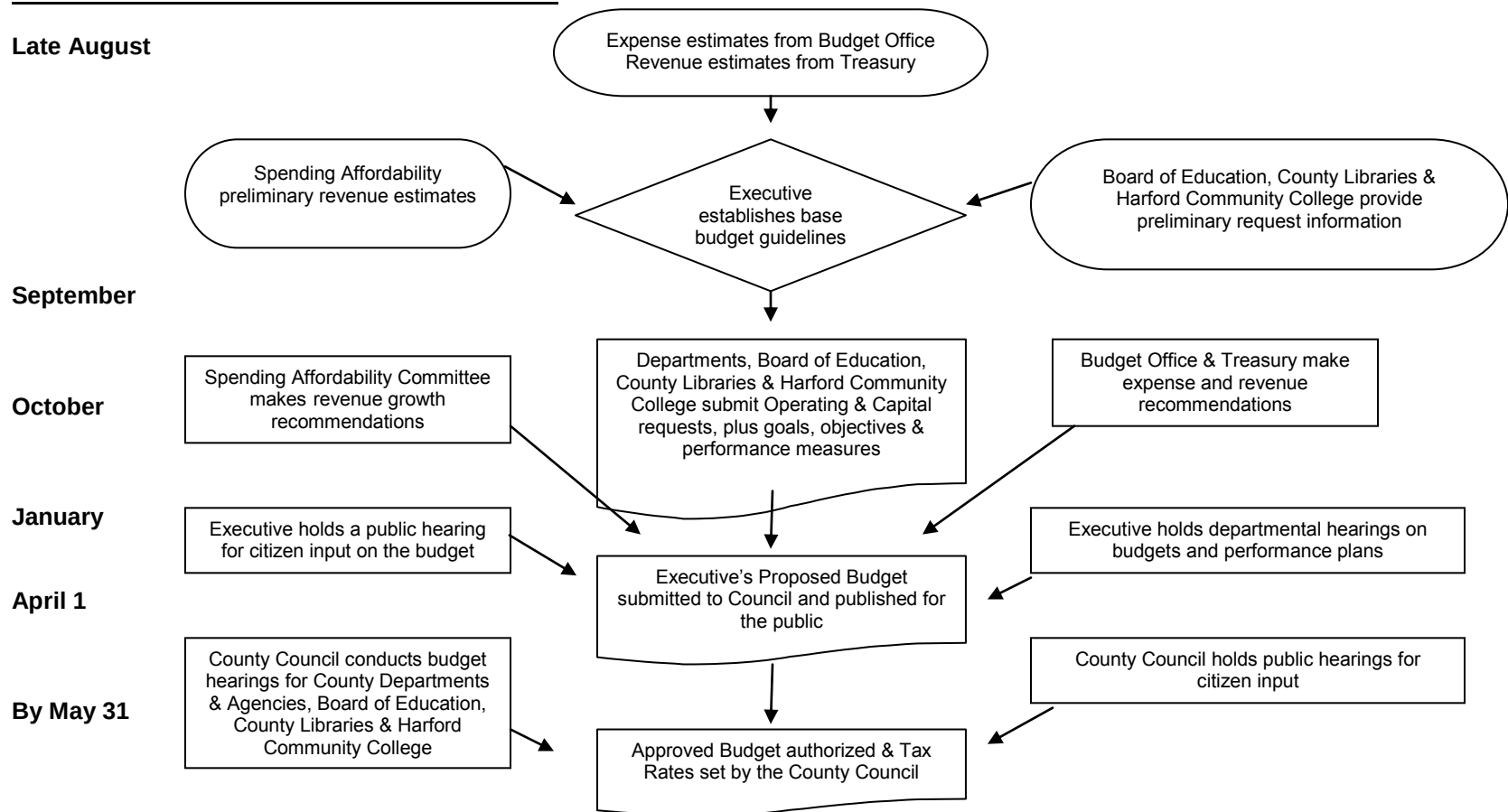
In addition to current and future basic operational obligations, we must also recognize those expenses, to be funded for the upcoming year and committed to future budgets, which work towards meeting the Administration's short term objectives and reaching their long term goals. Any changes that have been made to the County's Master Plan during the current fiscal year are also analyzed to determine what, if any fiscal impact they will have on Harford's finances.

Since Fiscal Year 1997, each Administration has conducted an initial Strategic Planning Session to determine its Vision, Mission, and Goals. Throughout their terms, each County Executive has held periodic work sessions to reaffirm their Vision and Mission, and to re-evaluate and/or redesign their goals. Each agency funded by Harford County has been charged with developing their own Mission Statements and Goals, in support of the County's Overall Vision, Mission, and Goals. In addition, the departments had to establish short term Objectives to meet their Goals.

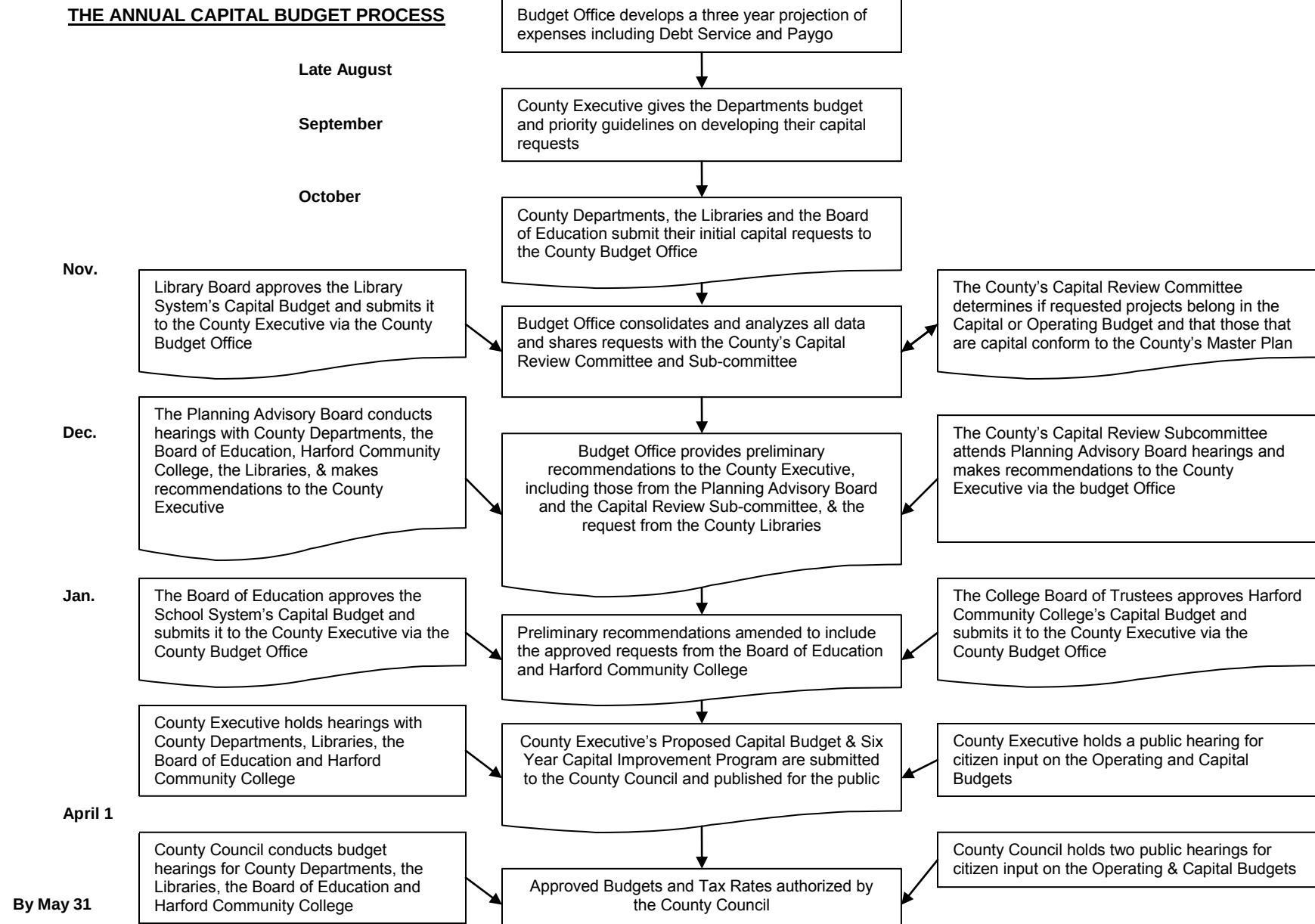
COUNTY BUDGET POLICIES/PROCESS

During the summer months the departments are required as part of the Annual Budget Process, to revisit their Goals and Objectives. Once it is determined to either maintain existing, or develop new Goals and Objectives, they must evaluate existing, or set up new Performance Measures to quantify their success at meeting their Objectives. This exercise then leads to each Department Head developing his work plan for both the upcoming fiscal year and the future. The personnel, ancillary, and operating expenses needed to carry out this work plan become the department's base budget request for the next fiscal year. The departments submit their Goals, Objectives, and Performance Measures along with their base budget request to the Budget Office. With the County-wide Goals in mind, the budget staff evaluates both those measures and the departments' funding requests.

THE ANNUAL OPERATING BUDGET PROCESS



COUNTY BUDGET POLICIES/PROCESS



COUNTY BUDGET POLICIES/PROCESS

D DEVELOPING THE BASE BUDGET

Although there is an annual Budget Process, the development of each year's budget is based on the strategic plans, fiscal policies, and management techniques adopted by the Administration, plus the knowledge of available revenues and obligated expense estimates.

- 1 **LATE AUGUST** – The Spending Affordability Committee makes its initial revenue estimates for the upcoming fiscal year. Board of Education, Harford Community College, and Library System staff provide the County Budget Office with preliminary and unofficial funding request information. Certain County departments provide the Budget Office with projected cost increases for some specific expenses for the upcoming year. Human Resources estimates the cost of Health Benefits; Procurement projects percentage growth rates for electricity and fuel; and Risk Management and Treasury determine any needed adjustments to Workers' Compensation, Pension, and Insurance rates.
- 2 **SEPTEMBER** – With this data, the Budget Office and Treasury complete expense and revenue estimates for the upcoming budget and subsequent two fiscal years. These projections are shared with the County Executive and the Director of Administration, who then establish base budget guidelines. These include what objectives are to be funded, and whether to budget for the current costs of doing business or to cut back certain types of expenditures. A Budget Kick Off Meeting is held, where the County Executive explains these guidelines to all Department Directors and their fiscal staff.
- 3 **OCTOBER** – The Spending Affordability Committee meets to re-evaluate/revise its initial revenue estimates. The Board of Education, the Community College, and the Library System are in the first phases of preparing their budgets for the upcoming year; and their staff keeps the County Budget Office apprised of any changes to their original information. Treasury tracks actual vs. budgeted receipts for the current year, and may revise or reaffirm their initial revenue estimates for the upcoming fiscal year. All County departments and agencies and the Superintendent of Public Schools submit their operating and capital budget requests for the upcoming fiscal year to the County's Budget Office.
- 4 **NOVEMBER** – The Library Board approves the system's operating and capital requests for the upcoming fiscal year; these are then submitted to the County Executive for consideration. Capital Budget requests are shared with the County's Capital Review Committee. This committee was developed with two charges; first they were to develop a master inventory of all County facilities, owned or leased, and to complete a profile of each which includes details such as square footage, date of purchase, lease terms, geographic location, occupants, etc. Our Facilities and Operations Division was to provide a systems analysis of each facility in the inventory including mechanical units, HVAC, roofing, etc. This information was coupled with the other inventory data to provide a comprehensive overview of our sites. The committee's second charge is part of the County's annual Capital Budget Process. Once the Budget Office forwards its list of initial requests for the upcoming year, this committee reviews each project and determines if it should be considered capital or if it is something that could be managed through the Operating Budget. Treasury also at that time provides the committee with a list of all existing capital projects. Each department is sent the portion of the list for which they are

COUNTY BUDGET POLICIES/PROCESS

responsible. They are to report back to the committee the status of each project, and if any are complete, determine if they could be closed, with the remaining funds returned for appropriation to a future project.

In light of available revenues, the Master Plan, the Administration's goals, and operating expenses, the Budget Office analyzes all requests and pertinent data and compiles the preliminary County Capital Budget and CIP. Bond funding levels are sent to Treasury where the amounts of principal and interest, necessary to cover existing debt and this newly recommended debt, are computed.

These debt service estimates, and the total level of recommended Paygo funding, are incorporated into the Base Operating Budget. Budget Analysts and the Chief of Budget and Management Research are responsible for analyzing the operating requests of, and making funding recommendations for assigned agencies. They need to know each agency's purpose and plans. Prior and year-to-date expenses are reviewed; organizational changes and/or legislated mandates are taken into consideration; and capital project impact on operating expenses are examined. In addition to this information, the Analysts must make funding recommendations in light of the County Executive's goals and guidelines. The budget staff is also mindful of the elements of the County's Five-Year Business Plan especially those concerning the following:

a. General Policies

- (1) 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, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- (2) Expenditures will be reviewed and approved and based on real versus perceived needs.
- (3) Each function, service, project, and expenditure will be reviewed as to its affordability.
- (4) New sources of revenue will be identified and advanced.
- (5) The County shall coordinate the capital improvement budget with the operating budget. Debt service operating costs will be projected and included in the operating budget forecasts.

b. Maintenance of Plant and Equipment

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

c. Financing Capital Projects

- (1) All projects must be funded in accordance with the adopted County debt policy.
- (2) The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the County Council for approval.
- (3) The County will utilize the least costly method of financing all new projects. The Budget Office also researches and takes into account State and Federal legislation and County policies.

COUNTY BUDGET POLICIES/PROCESS

- d. Legislation – Various legislative issues need to be considered when making funding recommendations. Such mandates impact Harford County in numerous areas.
 - (1) Harford County, in order to receive State funds for our Board of Education, must abide by a “Maintenance of Effort” funding requirement that obligates a local government to provide funding for the upcoming fiscal year in an amount sufficient to provide the same per pupil spending ratio for next year as exists in the current year.
 - (2) There is also a Maintenance of Effort clause for funding Harford Community College.
 - (3) There are environmental mandates that impact our Water & Sewer system and Solid Waste Management activities.
- e. County Policy – To be assured we are spending tax dollars efficiently and economically, the County has instituted policies regarding:
 - (1) Vehicle Replacement – standards, based on nationally accepted data, have to be met before any county-owned vehicle will be replaced.
 - (2) Hardware and Software requests must be approved by the Information and Communication Technology Division, which verifies the need for and the type of equipment to be purchased. It must be compatible with County systems and supportable by County staff.

- 5 **DECEMBER** – Both the Base Operating and Capital Budgets, as recommended by the Office of Budget and Management Research, are distributed to each department at the end of December. The departments are to review their base budgets and develop any “Above the Mark” requests. These requests are prioritized lists submitted to the County Executive for consideration of funding, should projected revenues for the upcoming fiscal year exceed the base budgets. The County has also established a Capital Review Sub-Committee (CRS) which is made up of the Director of Administration, the County Treasurer, the Director of Planning and Zoning, the Director of Inspections, Licensing and Permits, and the Chief of Budget and Management Research. In addition to serving on the Capital Review Committee, this group has the additional duties of attending the Planning Advisory Board’s annual meetings, where they will monitor the Board’s review of each department and agency’s projects which will be requested for the upcoming year. At the completion of these meetings the CRS will review and rate each project for its consistency with the Master Plan, its estimated cost, and how vital it may be to attaining the Administration’s goals and objectives. The inventory master list which will be developed by the Capital Review Committee will also generate a list of systemic issues that need to be addressed. These will be rated by Facilities and Operations in the order of which they need to be attended to. The CRS, in light of available revenues will then recommend to the County Executive those capital projects and those systemic upgrades/replacements it deems appropriate for the upcoming fiscal year.

The preliminary County Capital Budget is amended to incorporate the Library’s request and the recommendations of the Capital Review Sub-committee. This amended Capital Budget is then provided to the County Executive, the Director of Administration and County Departments. Staff from the County Budget Office and the Department of Treasury meet with the Planning Advisory Board to discuss the County’s Capital Budget as it stands at this stage. The Board then submits its recommendations to the County Executive.

COUNTY BUDGET POLICIES/PROCESS

6 JANUARY – The Board of Education approves the School System’s Operating and Capital Budgets. The Harford Community College Board approves the College’s Operating and Capital budgets. All of these approved budgets are submitted to the County Executive in January.

E DEVELOPING THE COUNTY EXECUTIVE’S PROPOSED BUDGET

- 1 JANUARY THRU MID-MARCH** – Harford County Charter, Section 509 requires that, “Not later than three months prior to the beginning of each fiscal year, the County Executive shall submit to the Council the proposed County budget for that fiscal year.” The process to meet this deadline, starts in January and runs through the middle of March.
 - a. Departments – Hearings are scheduled during January and the first part of February, where the County Executive, the Director of Administration, the staff of the Budget Office, and the Treasurer meet with each Department Head and their fiscal advisors to:
 - (1) discuss the contents of their Base Operating Budget, and how and why it has changed from the current year’s funding
 - (2) review each Performance Measure and analyze the department’s success in meeting their objectives
 - (3) have the Department Head discuss the merits of their Above the Mark Requests
 - (4) identify the grants the department administers, and whether any grants will expire in the upcoming fiscal year
 - (5) and to review each project included in their Capital Base Budget, discussing its objective, time line and funding sources
 - b. The Public – In late January, a hearing is scheduled for citizens to address the County Executive as to their concerns and what they would and/or would not like to have incorporated in the upcoming budget.
 - c. Spending Affordability – The Spending Affordability Committee, having met a number of times since August, concludes its analysis and makes its final recommendations to the County Executive as to their estimated growth of Property and Income Tax revenues.

Throughout January and early February, while the hearings are being conducted, the Budget Office is maintaining a running list of items that were brought up at the Public Hearing and of the notes made during the departmental hearings. The Treasurer is simultaneously reworking his revenue estimates for the current and the upcoming budgets. The Budget staff combines all of this data into a report for the County Executive. This report contains each detail the County Executive must consider when making his final decisions on the Proposed Budget. The report is broken down by whether the expense or revenue is “On-going” or “One-time” in nature, to guarantee that one-time money will not be used to support an on-going expense.

With this report, citizen’s requests, and with the Spending Affordability Committee’s recommendations, the County Executive, in meetings with the Director of Administration, Budget Office staff and the Treasurer, makes final choices as to what will and will not be proposed for the next fiscal year’s budget.

COUNTY BUDGET POLICIES/PROCESS

Once these decisions are made, the Budget Office must incorporate them with the Base Budgets. This is an extremely time consuming process, involving much detail, and utilizing various information system platforms. The Budget Office has put into place numerous checks and balances to assure the accuracy of the Proposed Budget. When a bottom line has been reached, the Budget Office must take all of the information and produce a budget document that meets all County Charter, Governmental Accounting Standards Board, and Government Finance Officer Association requirements, while being easy for the average citizen to understand. The Office also produces a Proposed Budget in Brief for mass distribution to the public and the press. The Annual Budget and Appropriation Ordinance, which are the actual legislation to be presented to the County Council for adoption, are also prepared by the Budget Office.

F COUNCIL HEARINGS AND AMENDMENTS

- 1 APRIL AND MAY** – Harford County Charter, Section 511 requires the Council to conduct at least two public hearings on the Proposed Budget. The Council also conducts hearings with the County Executive and various departments to gather whatever information they need to make their funding decisions. After these hearings, Chapter 512 of the Charter states that “the Council may decrease or delete any items in the budget except those required by the laws of the State or of this County, and except any provisions for debt service on obligations then outstanding or for estimated cash deficits. The Council shall have no power to change the form of the budget as submitted by the County Executive, or to alter the revenue estimates except to correct mathematical errors, or to increase any expenditure recommended by the County Executive for current expense or capital purposes.”

Though the County Council may not alter the County Executive’s revenue estimates, they can decrease or delete other items in the budget and appropriate the equivalent revenue to the Board of Education. The Education Article of the Annotated code of Maryland provides:

“Each county board shall submit an annual school budget in writing to the...county executive....

The county executive shall indicate in writing which major categories of the annual budget of the county board have been denied in whole or reduced in part and the reason for the denial or reduction...

The County Council may restore any denial or reduction made by the county executive in the annual budget submitted by the county board.”

After the hearings, “Amendments” to the budget as proposed by the County Executive may be offered up for the Council’s consideration. These amendments are drafted by either the County Budget Office, or the Council legislative advisors. Any change to the Ordinance must result in the budget remaining balanced.

COUNTY BUDGET POLICIES/PROCESS

G ADOPTION OF THE BUDGET & SETTING THE TAX RATES

- 1 **May 31st** – Chapter 512, of the Harford County Charter, goes on to provide that the adoption of the budget must be by the affirmative vote of at least four members of the (seven member) Council, and that the Annual Budget and Appropriation Ordinance must be adopted not later than one month prior to the beginning of each fiscal year. 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.

Chapter 514 sets the effective date of the budget, July 1, for Harford County, and Chapter 515 charges the Council to levy and cause to be raised the amount of taxes required by the budget in the manner provided by law so that the budget shall be balanced as to proposed income and expenditures.

H TRANSFER OF APPROPRIATIONS

Appropriations in the approved budget may be transferred, but varying levels of authorization are required, based on fund structure:

TYPE OF TRANSFER	REQUIRED LEVEL OF AUTHORIZATION
Within the same Fund and within the same Agency	County Executive
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.

- I **SUPPLEMENTAL APPROPRIATIONS** – Harford County Charter, Section 517 allows that..."During fiscal year, the Council, upon the recommendation of the County Executive, may, by law, make additional or supplementary appropriations from unexpended and unencumbered funds set aside for contingencies in the County budget, from revenues received from anticipated sources but in excess of

COUNTY BUDGET POLICIES/PROCESS

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.”

- J 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 fiscal year next succeeding that in which the emergency appropriation was made.
- K 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 elapse without any expenditure or encumbrance of project appropriations, that project is considered abandoned. Credit balances from completed and/or abandoned projects are available for appropriation in subsequent capital budgets.
- L AMENDING THE ADOPTED CAPITAL BUDGET** – Harford County Charter, Section 521 states...”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.”

HARFORD COUNTY

VISION

~ PRESERVING HARFORD'S PAST; PROMOTING HARFORD'S FUTURE ~

MISSION STATEMENT

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

GOALS AND OBJECTIVES

I. Public Safety – Ensuring a Safe Harford

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

- Adopt ongoing retention and recruitment programs for paid and volunteer emergency services personnel that address competitive pay and benefits packages as well as morale and training needs.
- Reduce crime by providing attractive alternatives to gang membership and drug use and targeting clean up of blighted areas.
- Employ advanced and superior technology to improve response capabilities, provide for back-up systems, and foster the exchange of information between service providers.
- Provide opportunities for inter-governmental partnerships which will share data and strengthen cooperation with law enforcement.
- Plan, practice, and coordinate strategies between local and regional responders and create programs to educate the public to be prepared for emergency and disaster events.

II. Education – Preparing Now, Building for the Future

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

- Plan, fund, and build public education facilities that stimulate the learning environment for students, faculty, and staff.
- Focus on workforce development by fortifying relationships between business, government, and education communities.

HARFORD COUNTY

- Support the expansion of magnet school curriculum programs that center on cultural and commercial attributes found in each community.
- Encourage the continuing development of higher education four year and beyond degree programs within Harford County.
- Collaborate with public school administrators and community leaders to establish open decision making processes that allow for public trust and accountability.

III. Efficient County Government – Governing Smarter

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

- Increase public confidence by focusing on customer satisfaction and cost-effective delivery of essential services.
- Coordinate with other governmental agencies to prevent duplication of efforts, excessive costs, and lengthy processing times.
- Encourage and expand opportunities for citizens to exchange ideas and learn about government initiatives and programs so the County can provide services and resources responsively and equitably.
- Employ a ten-year master plan that promotes responsible stewardship of County assets and utilizes a comprehensive approach to identify and prioritize funding for Capital Improvements based on balancing and maintaining a consistent level of service.
- Aggressively pursue innovative funding sources and opportunities to maximize use of tax-payer dollars.
- Develop new programs, strengthen internal policies, and provide training that encourages County government employees to consistently provide courteous and skillful service to the citizens of Harford County.

IV. Economic Opportunity – Growing and Sustaining Harford’s Prosperity

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

- Encourage balanced and appropriate economic development that provides high-quality employment and offers first-class retail and services located in areas designated by the Master Land Use Plan.
- Establish incentives to encourage redevelopment and reinvestment in existing communities.
- Identify additional opportunities and incentives for the preservation and viability of Harford’s agricultural industry.
- Maintain development guidelines and procedures that are consistently and fairly applied and allow for a range of business activities.

HARFORD COUNTY

V. Environmental Stewardship – Protecting our Environment

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

- Cultivate policies that stress soil conservation and help restore and sustain forest assets and watershed areas.
- Promote intergovernmental coordination to protect regional water resources, open space, and conservation districts.
- Encourage private sector energy conservation and environmental stewardship using legislation, financial incentives, and education.
- Design and construct a comprehensive waste management program that protects human health, promotes energy recovery, and minimizes impacts to the natural environment.
- Adopt a policy that supports fuel conservation and alternative energy sources in all County owned buildings and vehicles.

VI. Quality Living – Safeguarding What is Important to Families and Friends

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

- In partnership with community based organizations government agencies will build, operate, and maintain facilities and resources that encourage citizens to be self reliant.
- With a focus on managing growth, guide the continued creation of safe, adequate, and diverse housing stock that ensures equal opportunity and the availability of decent and affordable accommodations.
- Encourage the growth of community spirit through the use of revitalization projects and create opportunities for neighborhoods to meet and discuss common concerns and desires.
- Design and maintain locations and facilities that provide diversified leisure activities to meet current needs and anticipated growth.

Matrix of Primary County Goals by Department

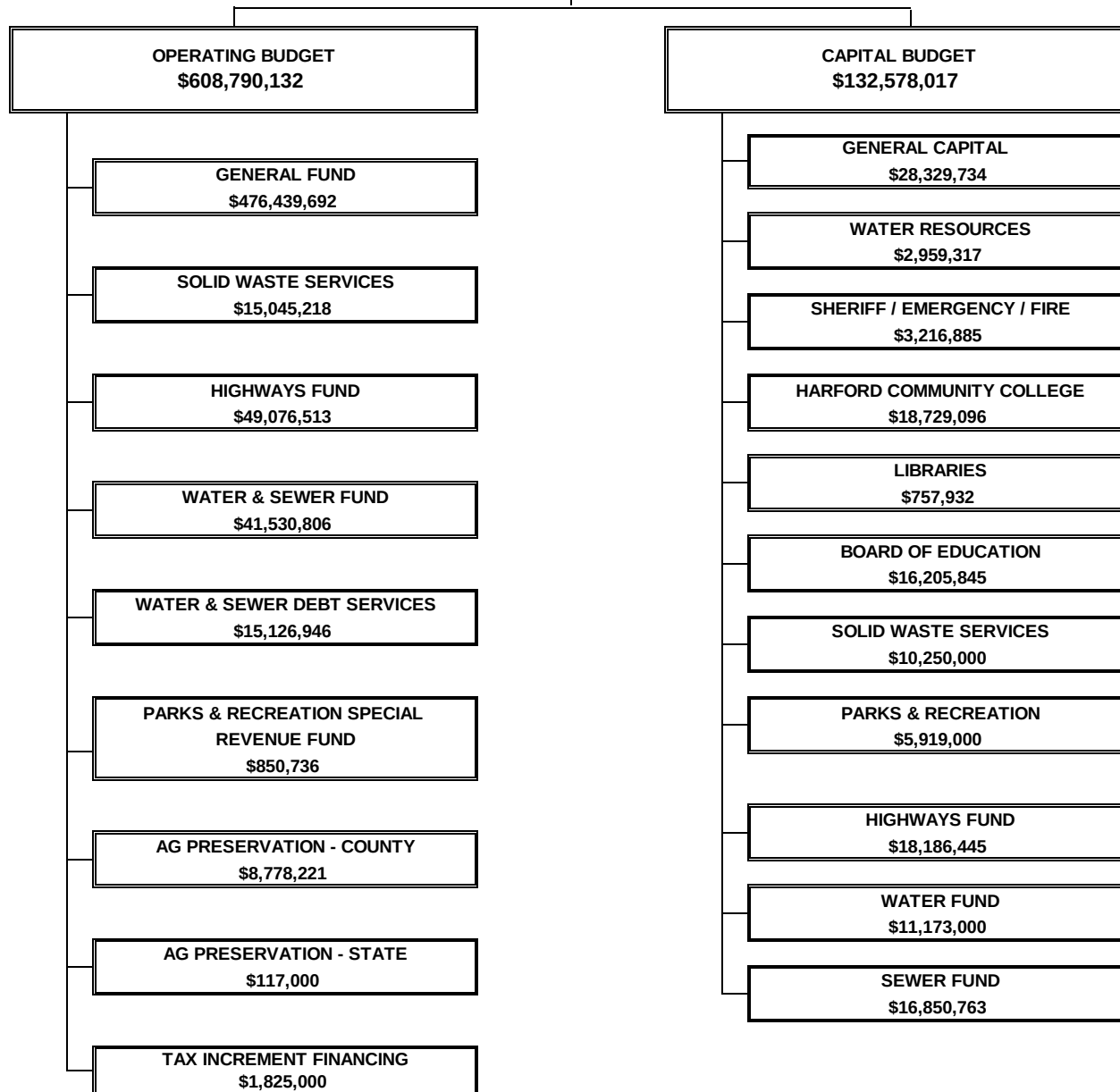
The following table reflects which departments are responsible for supporting the FY 12 County goals. Please refer to the Budget details of each department to see specific goals and objectives.

Department	I. Public Safety	II. Education	III. Efficient County Government	IV. Economic Opportunity	V. Environmental Stewardship	VI. Quality Living	Department	I. Public Safety	II. Education	III. Efficient County Government	IV. Economic Opportunity	V. Environmental Stewardship	VI. Quality Living
County Executive						X	Emergency Services	X	X	X			
Administration	X		X		X	X	Inspections, Licenses & Permits	X					
Procurement			X				DPW - Highways	X		X		X	
Treasury			X				DPW - Construction Management			X			
Law			X				DPW - Water & Sewer			X		X	X
Planning & Zoning		X	X	X			DPW - Environmental Services	X				X	X
Human Resources			X				State's Attorney	X		X			
Community Services	X	X	X			X	Elections			X			
Handicapped Care Centers			X			X	Library		X				X
Health						X	Parks & Recreation			X			X
Housing			X			X	Conservation of Natural Resources		X			X	X
Information & Comm Tech			X				Economic Development				X		
Sheriff	X												

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HARFORD COUNTY
TOTAL FY 12 APPROVED BUDGET ALL FUNDS
\$741,368,149



HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

Although there is a standardized "Annual Budget Process," the development of each year's budget is based on: current and projected economic conditions; the wants of our citizens; plus operational needs and mandates, coupled with the strategic plans, fiscal policies and management techniques adopted by the Administration.

While developing our Fiscal Year 2012 Operating and Capital Budgets we were presented with new challenges beyond the normal increases in health care coverage, utilities, and basic operating and contractual expenses. We had to consider the economic recession that has affected every American and its impact on our County. We continue to see home sales and new construction drop and an unclear picture of Maryland's State budget and the impact it has on local subdivisions. With major declines in revenues, Harford County initiated measures to cut the budget and hope some of these measures can be reversed once the economy picks up.

REVENUES

ALL FUNDS

FY 12 Approved Budget	608,790,132
FY 11 Approved Budget	580,396,381
\$ growth	28,393,751
% growth	4.89%

FUNDING SOURCE

GENERAL	476,439,692
HIGHWAYS	49,076,513
PARKS AND RECREATION	850,736
AG PRESERVATION - COUNTY	8,778,221
AG PRESERVATION - STATE	117,000
TAX INCREMENT FINANCING	1,825,000
WATER & SEWER OPERATING	41,530,806
WATER & SEWER DEBT SERVICE	15,126,946
SOLID WASTE SERVICES	15,045,218
FY 12 TOTAL ALL FUNDS	608,790,132

REVENUE SOURCE

PROPERTY TAXES	293,101,765
INCOME TAXES	161,600,000
W & S USER CHARGES	25,835,499
WASTE TO ENERGY PLANT	11,034,304
W & S DEBT SERVICE	12,133,397
INTERGOVERNMENTAL/STATE-SHARED	27,594,565
INVESTMENT INCOME	1,281,726
FUND BAL APPROP / UNRESTRICTED NET ASSETS	43,967,465
OTHER REVENUE	32,241,411
FY 12 TOTAL ALL REVENUES	608,790,132

HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

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

For Fiscal Year 2012, Property and Income tax revenues are estimated to generate 75% of the total of all revenue.

Property Taxes

FY 12 Approved Budget	293,101,765	48.14% of the Total All Funds FY 12 Operating Budget
FY 11 Approved Budget	294,307,429	50.71% of the Total All Funds FY 11 Operating Budget
\$ decline	(1,205,664)	
% decline	(0.41%)	

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.

For FY 12, the Property Tax rate was unchanged. Real property is assessed at 100% of market value with a tax rate of \$1.042 per one hundred dollars of full value and \$2.60 for corporate and personal property. For the first time in the County's history, the tax rate falls below the Constant Yield.

In FY 12, the percent of overall decline in property tax is (0.41%) or (\$1,205,664).

Income Taxes

FY 12 Approved Budget	161,600,000	26.54% of the Total All Funds FY 12 Operating Budget
FY 11 Approved Budget	149,590,396	25.77% of the Total All Funds FY 11 Operating Budget
\$ growth	12,009,604	
% growth	8.03%	

We receive approximately 90% of Income Tax in quarterly distributions of withholdings and estimated payments. These receipts began declining in FY 09 and continued to decline through FY 10. We have seen a rebound in FY 11 and expect it to continue through FY 12. The rebound is due in part to an improving economy and lower unemployment.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

Recordation Tax

FY 12 Approved Budget	8,545,932	1.40% of the Total All Funds FY 12 Operating Budget
FY 11 Approved Budget	18,991,000	3.27% of the Total All Funds FY 11 Operating Budget
\$ decline	(10,445,068)	
% decline	-55.00%	

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

In FY 11, the capital project fund transferred \$11,791,000 of accumulated recordation tax and \$5,500,000 of current year recordation tax to the General Fund for school debt. In FY 12, we are anticipating to transfer \$45,932 of accumulated recordation tax and \$6,800,000 of current year recordation tax to the General Fund to pay school debt. The increase in FY 12 receipts of \$1,300,000 from FY 11 is based on a revised increase in recordation tax in FY 11 over the budgeted amount. We are anticipating home sales to remain stable in FY 12.

Fund Balance / Unrestricted Net Assets

FY 12 Approved Budget	43,967,465	7.22% of the Total All Funds FY 12 Operating Budget
FY 11 Approved Budget	21,723,442	3.74% of the Total All Funds FY 11 Operating Budget
\$ growth	22,244,023	
% growth	102.40%	

Governmental funds report the difference between their assets and liabilities as fund balance, which is divided into reserved and unreserved. Unrestricted Net Assets (Water & Sewer Fund) are surplus funds from prior years that are being used to finance current year operations. In FY 12, (General Fund) we have appropriated \$18,414,926 of reserve or designated fund balance, this is being appropriated for specific expenditures budgeted in FY 12.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

27th Pay Accrual

FY 12 Approved Budget	4,420,505	0.73% of the Total All Funds FY 12 Operating Budget
FY 11 Approved Budget	0	0.00% of the Total All Funds FY 11 Operating Budget
\$ growth	4,420,505	
% growth	100.00%	

FY 12 has 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was FY 00. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years.

LONG RANGE ISSUES AND GOALS

Citizens of Harford County have defined the control of development and population growth as two of Harford County's most important issues. This places the County's focus on critical areas of concentration such as overcrowded schools, public safety, and preserving agricultural heritage.

DEVELOPMENT - Harford County continues to maintain a desirable quality of life and has seen population growth go from 145,930 in 1980 to 238,250 in 2005, and 246,433 in 2010. Various actions supported by elements of the Master Plan and the designated growth areas have been taken to manage the amount and to define the type of growth we are experiencing.

In November 2009, the County Council amended the adequate public facilities legislation controlling development of a site in which the enrollment of pupils would be greater than 110% of the State-rated capacity of the school, or if the enrollment is projected to be greater than 110% within three consecutive years. Specifically, these amendments provided that development of a site affected by over-capacity could be approved if a project was in place within the Approved Capital Budget with appropriation sufficient to fund construction of a new school or a school addition/renovation. Upon completion, the Board of Education must demonstrate that the enrollment of the school serving the site will be 100% or less due to the capital project. In the event the Board of Education fails to provide the Department of Planning with the required information prior to the next scheduled testing date for adequacy, the Department of Planning shall review the adjacent school attendance areas to determine whether the capital project would provide adequate capacity to allow the Board of Education to reduce enrollment at the school, if actual construction of the capital project has begun, and/or whether the capital project is scheduled to be completed and operational within 2 years.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

ECONOMIC DEVELOPMENT

Thanks to a growing business environment thriving in technology resources, Harford County is attracting a growing number of Fortune 500 and high-tech companies. At the center of this is Aberdeen Proving Ground (APG) attracting R&D industries and private contractors to Harford County. This is largely in part to the release of Harford County Office of Economic Development's Technology Development Strategic Plan in 2002, which pursued opportunities in the local and regional technology community.

In addition, the Higher Education Conference Center at the Higher Education and Applied Technology (HEAT) campus offers university courses, advanced education, training and resources; as well as an incubator space and conference facilities with web-based video conferencing and wireless access.

Base Realignment and Closure (BRAC) - BRAC has arrived in Harford County, Maryland. To date, Harford County has toured over 2,100 BRAC affiliated individuals, coordinated two BRAC Government job fairs, coordinated two defense contractor job fairs, established 8,200 direct positions at APG (civilian and contractors), and between 7,500-10,000 indirect jobs off APG. Some of the organizations already relocated to Aberdeen Proving Ground are the Army Team C4ISR, U.S. Army Test and Evaluation Command, Chemical/Biological R&D Organizations, Medical Chemical Defense Research, and the U.S. Army Research Institute.

Financial Services - The Office of Economic Development also offers financial support for businesses, and works with the business community to obtain financing and assists in venturing capital and local, state, and federal loans. Specific financing programs include Industrial Revenue Bonds for Manufacturers and 501(c)(3) Organizations; the Economic Development Opportunity Fund; the Enterprise Loan Fund; and the Community Block Development Grant for Economic Development.

ISSUES RESULTING FROM POPULATION GROWTH

SCHOOL CAPACITY

During the 1980's County policy stated that Paygo was the only funding source to be used for financing capital projects. Though this left the County fiscally strong, it had a severe impact on needed public infrastructure. This policy was amended in the 1990's to include bond financing. With this change a number of facility issues were addressed as well as wastewater treatment plant expansions, solid waste disposal sites, a detention center, etc. With the demand for so many projects, school construction was limited to address the population at hand. Seven elementary schools and one middle school were opened during the 1990's and when high school overcrowding became problematic in the late 1990's an analysis determined that construction of a new high school would be more cost effective than rehabilitating an existing school.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

As the economy continued to decline, the County Executive and County Council explored alternate financing methods and potential new revenue streams. The Council appealed to the State General Assembly for authority to implement new and/or adjust existing revenues which would be dedicated to school construction. The only authority granted was for an Impact Fee. The Maryland General Assembly adopted House Bill 965 (Article 24, Subtitle 10A, Harford County School Construction Financing Section 9-10A 01) in 2004. The bill states, "In general. - The County Council of Harford County, by ordinance, may fix, impose, and provide for the collection of a development impact fee not to exceed \$10,000 for new construction or development. . . Use of revenues.- The revenues from the special fund may be used only for school site acquisition, school construction, school renovation, school debt reduction, or school capital expenses."

Harford County is committed to addressing school capacity issues and has funded numerous projects over the past several years. The largest project directed to alleviating capacity issues was the new Patterson Mill Middle/High School which opened in the summer of 2007. In FY 08 we started reconstruction of Bel Air High School on a forward funded basis with General Obligation Bonds. The new Bel Air High School opened in the summer of 2009. In addition, we forward funded over the past several years three other major school projects. The modernization/replacement of Edgewood High School and Deerfield Elementary School with both new schools opening in the summer of 2010 and the new Red Pump Road Elementary School which is scheduled to open in the summer of 2011.

PUBLIC SAFETY

Population growth and new technologies have generated the need for long term planning for Public Safety. Funds are included in Fiscal Year 2012 for a new E-Tix program that will provide Harford County law enforcement real time information on drivers and vehicles when conducting road stops. In addition, funds are appropriated to operate the newly expanded Detention Center.

The Administration has worked with our Volunteer Fire Companies to develop a viable Capital Improvement Program to renovate, expand, or build new main and substations. For Fiscal Year 2012, funding is provided to renovate the Norrisville fire station.

AGRICULTURAL PRESERVATION

The pressure on farmers to sell land for development has greatly increased with additional demand for housing caused by population growth and low interest rates. To encourage land owners to preserve farmland the County participates in the State of Maryland's Agricultural Preservation Program. Harford County also has its own Agricultural Preservation Program to allow land owners to preserve productive farmland for future generations through the use of conservation easements, or by selling their development rights. Our commitment to the program is demonstrated by changes made, whereby the base value and cap associated with the per acre price has been increased from \$10,000 to \$15,000, and the development cap will increase from \$125,000 to \$135,000 per development right leaving a projected price per acre at an average of \$11,000.

As of June 2011, the County has acquired 45,765 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2012 BUDGET SUMMARY

THE ENVIRONMENT and SUSTAINABILITY - Harford County has an established, award winning Recycling Program and a County-owned and operated water/sewer system that always meets and usually exceeds mandated standards. During FY 11 Harford County also implemented Single Stream recycling, providing the benefit of convenient recycling for all Harford County citizens.

To save landfill air space and manage solid waste well into the future, Harford County contracted with the Northeast Maryland Waste Disposal Authority which under its revenue bond financing authority, developed the Harford Waste-to-Energy Facility (WTE) to process most of the County's solid waste. Through a contractual arrangement with WTE, each year more than 110,000 tons of the County's waste is burned to produce energy, which is purchased by Aberdeen Proving Ground. The WTE contract covers the operating and maintenance costs of the facility and is funded with Solid Waste Services revenue, derived from tipping fees, fees for burning permitted or recovered materials, tire disposal fees, and the sale of steam to Aberdeen Proving Ground. Under the WTE contract, the County pays the debt service on the facility and will own the plant in 2016. Federal and State environmental regulations require a retrofitting of the facility. This cost will be covered by Northeast Maryland Waste Disposal Authority Bonds on which the County will pay the debt service.

Harford County Government has established the Division of Sustainability within the Department of Administration to continue the County's advancement in environmental protection and awareness. This division is responsible for cultivating partnerships and securing grants to further increase sustainability with County Government practices and policies, as well as reaching out to citizens.

FISCAL YEAR 2012 ISSUES AND OBJECTIVES

After careful review and analysis, the Approved Fiscal Year 2012 Operating and Capital budgets continue to demonstrate conservative fiscal management. Through prudent budgeting, strategic planning, and open lines of communication with outside agencies, employees, citizens, unions, the State and the towns we are coping with the pressures brought on by a global economical crisis. Harford County continues to keep the public's needs foremost in our thoughts, striving to maintain services especially in the areas of Public Safety and Education.

County departments will maintain their budgets at or below FY 11 appropriations, while County employees will pick up increased healthcare and pension costs. There are no furloughs or layoffs built into the FY 12 budget, however, for a third consecutive year employees will not receive a cost of living increase.

HARFORD COUNTY, MARYLAND
FY 2012 TAXABLE ASSESSABLE BASE
GENERAL FUND

	Fiscal Year 2009-2010		Fiscal Year 2010-2011		Fiscal Year 2011-2012	
	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
<u>REAL PROPERTY</u>		@ \$0.908		@ \$0.8959		@ \$0.896
Full Year Levy	27,301,542,181	247,898,003	27,596,785,690	247,239,603	26,328,243,973	235,901,066
Partial Year Levy	24,823,899	225,401	72,555,419	650,024	66,964,286	600,000
Real Property Subtotal	27,326,366,079	248,123,404	27,669,341,109	247,889,627	26,395,208,259	236,501,066
<u>PERSONAL PROPERTY</u>		@ \$2.27		@ \$2.2398		@ \$2.24
Unincorporated Business	8,289,295	188,167	8,861,148	198,472	9,017,857	202,000
Railroads and Public Utilities	500,614,185	11,363,942	547,242,745	12,257,143	522,321,429	11,700,000
Corporate Property	431,976,300	9,805,862	438,756,050	9,827,258	424,107,143	9,500,000
Personal Property Subtotal	940,879,780	21,357,971	994,859,943	22,282,873	955,446,429	21,402,000
Grand Total	28,267,245,859	269,481,375	28,664,201,052	270,172,500	27,350,654,688 ⁽¹⁾	257,903,066
<u>ADDITIONS AND SUBTRACTIONS</u>						
Interest, Discounts and Other Credits		(19,663,581)		(16,322,349)		(5,009,655)
NET TAXES		249,817,794		253,850,151		252,893,411

⁽¹⁾ The total taxable value of the assessed base for Harford County is estimated to be \$27,350,654,688 on June 30, 2012. The estimated tax exempt portion of the total assessable base is estimated to be \$2,346,618,410 as of June 30 2012. The total assessable base is estimated at \$29,697,273,098.

HARFORD COUNTY, MARYLAND						
FY 2012 TAXABLE ASSESSABLE BASE						
HIGHWAYS FUND						
	Fiscal Year 2009-2010		Fiscal Year 2010-2011		Fiscal Year 2011-2012	
	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
<u>REAL PROPERTY</u>		@ \$0.156		@ \$0.1462		@ \$0.146
Full Year Levy	23,112,564,103	36,055,600	23,947,764,022	35,011,631	22,290,550,000	32,544,203
Partial Year Levy	42,199,359	65,831	64,503,420	94,304	61,643,836	90,000
Real Property Subtotal	23,154,763,462	36,121,431	24,012,267,442	35,105,935	22,352,193,836	32,634,203
<u>PERSONAL PROPERTY</u>		@ \$0.39		@ \$0.3655		@ \$0.365
Unincorporated Business	5,656,410	22,060	6,408,755	23,424	6,849,315	25,000
Railroads and Public Utilities	482,850,769	1,883,118	510,129,138	1,864,522	493,150,685	1,800,000
Corporate Property	230,051,538	897,201	325,042,681	1,188,031	273,972,603	1,000,000
Personal Property Subtotal	718,558,717	2,802,379	841,580,574	3,075,977	773,972,603	2,825,000
Grand Total	23,873,322,179	38,923,810	24,853,848,016	38,181,912	23,126,166,438	35,459,203
<u>ADDITIONS AND SUBTRACTIONS</u>						
Interest, Discounts and Other Credits		(3,360,815)		(2,573,703)		(617,349)
NET TAXES		35,562,995		35,608,209		34,841,854

**DEBT REQUIREMENTS FOR FISCAL YEAR 2011-2012
HARFORD COUNTY, MARYLAND**

LONG TERM DEBT REQUIREMENTS:

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
General Obligation Bonds	8,934,553	4,486,925	13,421,478
Community College Bonds	1,266,915	703,461	1,970,376
Public School Bonds	15,020,096	13,736,296	28,756,392
Agricultural Preservation Loans	1,116,128	3,081,180	4,197,308
Water & Sewer Bonds	6,877,991	5,160,570	12,038,561
Water & Sewer Loans	2,119,934	178,746	2,298,680
Highways Bonds	7,934	198	8,132
Farmers Home Loan	38,173	61,286	99,459
Notes General Fund	1,785,701	154,925	1,940,626
TIF	700,000	1,120,000	1,820,000
TOTALS	<u><u>37,867,425</u></u>	<u><u>28,683,587</u></u>	<u><u>66,551,012</u></u>

SHORT TERM DEBT REQUIREMENTS:

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
General Fund Lease Finance			
Lease Purchase - County	2,198,080	104,598	2,302,678
Lease Purchase - Public Schools	1,360,707	38,543	1,399,250
Lease Purchase - College	75,317	2,134	77,451
Sub total General Fund	3,634,104	145,275	3,779,379
Highways Fund Lease Finance	1,113,874	62,880	1,176,754
Water & Sewer Fund Lease Finance	250,152	18,094	268,246
Solid Waste Services Lease Finance			
Waste to Energy Lease 2002	650,000	89,320	739,320
Waste to Energy Retrofit	1,330,000	220,500	1,550,500
2007 Lease Purchase	250,160	7,086	257,246
Sub total Solid Waste Services	2,230,160	316,906	2,547,066
TOTALS	<u><u>7,228,290</u></u>	<u><u>543,155</u></u>	<u><u>7,771,445</u></u>

**HARFORD COUNTY, MARYLAND
ESTIMATED STATEMENT OF LEGAL DEBT MARGIN**

MARYLAND LAW PRIOR TO FISCAL YEAR 2001

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 TO PRESENT

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	26,395,208,259	955,446,429	LEGAL
APPLICABLE GENERAL OBLIGATION DEBT % RATE	6%	15%	DEBIT LIMIT
ESTIMATED LEGAL DEBT LIMIT - for borrowing of funds and issuance of bonds	1,583,712,496	143,316,964	1,727,029,460

STATEMENT OF ESTIMATED LONG TERM DEBT OUTSTANDING AS OF JUNE 30, 2011

ESTIMATED LONG TERM DEBT:

Waste to Energy	5,242,250
General Obligation	85,205,726
Solid Waste	17,116,576
Community College	15,861,696
Public Schools	294,995,070
Vehicle Fund	4,329,337
Highways	604,307
<u>TOTAL ESTIMATED LONG TERM DEBT</u>	<u>423,354,962</u>

ESTIMATED SELF SUSTAINING DEBT:

Water & Sewer Bonds and Loans	118,111,169
Agricultural Preservation Debt	56,179,578
<u>TOTAL ESTIMATED SELF SUSTAINING DEBT</u>	<u>174,290,747</u>

ESTIMATED TOTAL BONDED DEBT

LESS: Estimated Self Sustaining Debt	174,290,747

ESTIMATED TOTAL DEBT APPLICABLE TO LEGAL DEBT LIMIT

423,354,962

ESTIMATED TOTAL LEGAL DEBT LIMIT

1,727,029,460

LESS: Estimated Total Debt Applicable to Legal Debt Limit	423,354,962

ESTIMATED LEGAL DEBT MARGIN

1,303,674,498

**BUSINESS PLAN
DEBT BURDEN ANALYSIS
Fiscal Years 2010-2017**

	Actual 2010	Approved Budget 2011	Approved Budget 2012	Projection 2013	Projection 2014	Projection 2015	Projection 2016	Projection 2017
Expenditures ^{(1) (2)}								
County Council	\$ 1,997,660	\$ 2,267,669	\$ 2,537,353	\$ 2,562,727	\$ 2,613,981	\$ 2,692,400	\$ 2,773,173	\$ 2,856,368
General Government	39,992,109	41,124,996	\$ 43,022,232	\$ 43,452,454	\$ 44,321,503	\$ 45,651,149	\$ 47,020,683	\$ 48,431,303
Education	228,899,606	231,023,401	\$ 231,253,239	\$ 233,565,771	\$ 238,237,087	\$ 245,384,199	\$ 252,745,725	\$ 260,328,097
Harford Center	553,036	553,036	\$ 553,036	\$ 558,566	\$ 569,738	\$ 586,830	\$ 604,435	\$ 622,568
Judicial	7,380,946	7,943,026	\$ 8,230,431	\$ 8,312,735	\$ 8,478,990	\$ 8,733,360	\$ 8,995,361	\$ 9,265,221
Libraries	15,312,147	15,512,147	\$ 15,512,147	\$ 15,667,268	\$ 15,980,614	\$ 16,460,032	\$ 16,953,833	\$ 17,462,448
Parks and Recreation	9,415,808	10,235,957	\$ 10,048,575	\$ 10,149,061	\$ 10,352,042	\$ 10,662,603	\$ 10,982,481	\$ 11,311,956
Public Safety	84,549,223	88,870,735	\$ 91,199,553	\$ 92,111,549	\$ 93,953,780	\$ 96,772,393	\$ 99,675,565	\$ 102,665,832
Public Works	52,530,329	51,294,437	\$ 49,533,623	\$ 50,028,959	\$ 51,029,538	\$ 52,560,425	\$ 54,137,237	\$ 55,761,354
Social Services	11,314,565	12,154,533	\$ 11,662,670	\$ 11,779,297	\$ 12,014,883	\$ 12,375,329	\$ 12,746,589	\$ 13,128,987
Other Financing Uses	44,723,940	13,265,368	\$ 22,633,360	\$ 22,859,694	\$ 23,316,887	\$ 24,016,394	\$ 24,736,886	\$ 25,478,992
Debt Service (3)								
General Obligation Debt	27,877,615	43,352,668	\$ 47,647,505	53,176,481	54,444,527	56,246,542	57,537,368	59,671,635
Other Debt Expenses	8,272,368	5,238,119	6,727,699	4,049,062	3,519,795	345,513	534,357	75,451
Total Expenditures	\$ 532,819,352	\$ 522,836,092	\$ 540,561,423	\$ 548,273,624	\$ 558,833,365	\$ 572,487,169	\$ 589,443,693	\$ 607,060,213
Capital Plan								
General Obligation Bonds	\$ 73,308,000	40,800,000	\$ 24,370,000	\$ 69,049,348	\$ 54,116,214	\$ 61,951,938	\$ 60,228,278	\$ 26,654,712
Highway Bonds		7,800,000	\$ 4,300,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -
Water and Sewer Bonds	16,750,000	0	19,045,000	5,820,000	19,750,000	8,500,000	20,300,000	2,625,000
Pay-as-you-go								
General Fund	5,725,000	3,310,437	9,688,918	45,399,367	36,708,798	35,324,905	33,860,611	28,519,972
Highway Fund	11,433,000	6,686,200	10,245,000	15,005,000	16,470,000	19,245,000	22,260,000	21,310,000
Water and Sewer Fund	1,465,000	158,400	1,690,823	4,305,000	2,715,000	4,275,000	3,555,000	3,835,000
Other Sources (All Funds)	78,947,253	65,753,158	63,238,276	29,857,147	16,120,742	52,582,705	63,048,283	31,299,568
Total Capital Plan	\$ 187,628,253	\$ 124,508,195	\$ 132,578,017	\$ 172,935,862	\$ 145,880,754	\$ 181,879,548	\$ 203,252,172	\$ 114,244,252

**BUSINESS PLAN
DEBT BURDEN ANALYSIS
Fiscal Years 2010-2017**

	Actual 2010	Approved Budget 2011	Approved Budget 2012	Projection 2013	Projection 2014	Projection 2015	Projection 2016	Projection 2017
General Obligation Outstanding July 1	\$ 301,480,584	\$ 425,205,736	\$ 405,954,184	\$ 477,729,686	\$ 479,913,644	\$ 482,515,346	\$ 470,039,888	\$ 479,848,913
Additions	168,717,957	0	97,005,000	32,630,000	34,065,000	20,585,000	44,740,000	46,780,000
Principal Repayments	44,992,805	19,251,552	25,229,498	30,446,042	31,463,298	33,060,458	34,930,975	36,562,949
General Obligation Outstanding June 30	\$ 425,205,736	\$ 405,954,184	\$ 477,729,686	\$ 479,913,644	\$ 482,515,346	\$ 470,039,888	\$ 479,848,913	\$ 490,065,964
Population ⁽⁴⁾	248,610	252,836	257,135	261,506	265,951	270,473	275,071	279,747
Taxable Property Value ⁽⁵⁾								
Taxable Assessed Valuation (000 omitted)	\$ 28,417,770	\$ 28,664,201	\$ 27,350,654	\$ 28,171,174	\$ 29,016,309	\$ 29,886,798	\$ 30,783,402	\$ 31,706,904
Debt Ratios								
General Obligation Debt Service as % of Expenditures	5.2%	8.3%	8.8%	9.7%	9.7%	9.8%	9.8%	9.8%
General Obligation Debt Per Capita	\$1,710	\$1,606	\$1,858	\$1,835	\$1,814	\$1,738	\$1,744	\$1,752
General Obligation Debt as % of Assessed Valuation	1.5%	1.4%	1.7%	1.7%	1.7%	1.6%	1.6%	1.5%
Comparison Ratios								
Business Plan Debt Service as % of Expenditures	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Moody's Service Median Overall Net Debt Per Capita	\$936	\$936	\$936	\$936	\$936	\$936	\$936	\$938

⁽¹⁾ Growth for departments is 1% in 2013, 2% in 2014, and 3% for all years beyond that.

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

⁽³⁾ Includes principal and interest

⁽⁴⁾ Estimated at the compound annual growth rate of 1.7% for future periods

⁽⁵⁾ Estimated at the compound annual growth rate of 3% for periods 2013 thru 2017.

**HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCE
GENERAL FUND AND SOLID WASTE SERVICES**

	GENERAL FUND	SOLID WASTE SERVICES
<u>TOTAL FUND BALANCE AT JUNE 30, 2010</u>	79,814,456	0
2011 Revenue - Estimated	455,911,902	12,051,648
2011 Expenditures - Estimated	<u>(440,869,147)</u>	<u>(12,051,648)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	<u>94,857,211</u>	<u>0</u> ⁽¹⁾
 FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011		
 <u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	94,857,211	0
LESS: Reservation of Fund Balance		
Encumbrances	(1,500,000)	
Loan Receivables - Town of Bel Air Parking Garage	(516,607)	
Dedicated Revenues - Detention Center	(1,000,000)	
Impact Fees	(4,225,509)	
LESS: Unreserved Fund Balance		
Reserve for Credit Rating Purposes ⁽²⁾	(24,574,246)	
Designated for Landfill Closure	(8,850,786)	
Waste to Energy Plant Closure	<u>(63,350)</u>	

**HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCE
GENERAL FUND AND SOLID WASTE SERVICES**

	GENERAL FUND	SOLID WASTE SERVICES
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2011</u>	54,126,713	0
Highways Fund Support for Transportation	3,039,752	
Fiscal Year 2012 Estimated Revenues	450,881,278	15,045,218
Less Fiscal Year 2012 Estimated Expenditures	<u>(476,439,692)</u>	<u>(15,045,218)</u>
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2013 & FUTURE YEARS</u>	<u>31,608,051</u>	<u>0</u>
Reserve for Credit Rating Purposes ⁽²⁾	24,574,246	
Estimated Reserve for Credit Rating as a Percentage of Total Approved Expenditures	5%	

(1) It should be noted that while Budget Policy defines Solid Waste Services as an individual account for management purposes, the County's financial statements consider it part of the General Fund.

(2) The 5% Reserve for Credit Rating Purposes in the General Fund (combined General Fund and Solid Waste Services) 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 UNAPPROPRIATED FUND BALANCE
HIGHWAYS FUND**

	HIGHWAYS FUND
<u>TOTAL FUND BALANCE AT JUNE 30, 2010</u>	21,523,396
2011 Revenue - Estimated	44,986,291
2011 Expenditures - Estimated	<u>(43,636,702)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	<u>22,872,985</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	22,872,985
LESS: Reservation of Fund Balance	
Encumbrances	(1,700,000)
Inventory	(2,120,000)
LESS: Unreserved Fund Balance	
Reserve for Credit Rating Purposes	<u>(2,453,826)</u>
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2011</u>	16,599,159
Plus: Fiscal Year 2012 Estimated Revenues	44,544,529
Less: Fiscal Year 2012 Estimated Expenditures	<u>(49,076,513)</u>
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2013 AND FUTURE YEARS</u>	<u>12,067,175</u>
Reserve for Credit Rating Purposes	2,453,826
Estimated Reserve for Credit Rating as a Percentage of Total Proposed Expenditures	5%

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

	<u>PARKS AND RECREATION FUND</u>
<u>Total Fund Balance at June 30, 2010</u>	140,694
2011 Revenue - Estimated	742,357
2011 Expenditures - Estimated	<u>(693,584)</u>
<u>Total Estimated Fund Balance at June 30, 2011</u>	<u>189,467</u>
 FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	
 <u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	189,467
LESS: Reservation of Fund Balance	
Encumbrances	<u>(20,000)</u>
 <u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2011</u>	169,467
Plus: Fiscal Year 2012 Estimated Revenues	850,736
Less: Fiscal Year 2012 Estimated Expenditures	<u>(850,736)</u>
 <u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2013 AND FUTURE YEARS</u>	<u>169,467</u>

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

	AGRICULTURAL LAND PRESERVATION COUNTY
<u>TOTAL FUND BALANCE AT JUNE 30, 2010</u>	45,506,675
2011 Revenue - Estimated	5,190,777
2011 Expenditures - Estimated	<u>(4,136,455)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	<u>46,560,997</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	46,560,997
LESS: Unreserved Fund Balance Designated for Other Purposes	<u>(41,916,975)</u>
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2011</u>	4,644,022
Plus: Fiscal Year 2012 Estimated Revenues	8,778,221
Less: Fiscal Year 2012 Estimated Expenditures	<u>(8,778,221)</u>
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2013 & FUTURE YEARS</u>	<u>4,644,022</u>

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

	AGRICULTURAL LAND PRESERVATION STATE
<u>TOTAL FUND BALANCE AT JUNE 30, 2010</u>	0
2011 Revenue - Estimated	117,000
2011 Expenditures - Estimated	<u>(112,237)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	<u>4,763</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	4,763
LESS: Unreserved Fund Balance	
Designated for Other Purposes	0
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2011</u>	4,763
Plus: Fiscal Year 2012 Estimated Revenues	117,000
Less: Fiscal Year 2012 Estimated Expenditures	<u>(117,000)</u>
LESS: Unreserved Fund Balance	
Designated for Other Purposes	
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2013 & FUTURE YEARS</u>	<u>4,763</u>

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

	TIF DEBT SERVICE FUND
<u>TOTAL FUND BALANCE AT JUNE 30, 2010</u>	0
2011 Revenue - Estimated	4,062,193
2011 Expenditures - Estimated	<u>(578,223)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2011</u>	<u>3,483,970</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2011</u>	3,483,970
Plus: Fiscal Year 2012 Estimated Revenues	0
Less: Fiscal Year 2012 Estimated Expenditures	<u>(1,825,000)</u>
<u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2013 AND FUTURE YEARS</u>	<u>1,658,970</u>

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

	WATER & SEWER OPERATING FUND	WATER & SEWER DEBT SERVICE FUND ⁽¹⁾
<u>TOTAL NET ASSETS AT JUNE 30, 2010</u>	399,851,537	0
Less Invested in Capital Assets, Net of Related Debt	<u>(285,389,182)</u>	<u>0</u>
Net Assets Available for Appropriation at June 30, 2010 Unrestricted Net Assets	114,462,355	0
Plus: Fiscal Year 2011 Estimated Revenues	39,765,995	20,324,962
Less: Fiscal Year 2011 Estimated Expenditures	<u>(39,784,713)</u>	<u>(16,879,155)</u>
Net Assets Available for Appropriation at June 30, 2011 Unrestricted Net Assets	114,443,637	3,445,807
Plus: Fiscal Year 2012 Estimated Revenues	36,393,927	14,372,006
Less: Fiscal Year 2012 Estimated Expenditures	<u>(41,530,806)</u>	<u>(15,126,946)</u>
Net Assets Available for Appropriation at June 30, 2012 Unrestricted Net Assets	<u>109,306,758</u>	<u>2,690,867</u>

(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 0.02 percent of the General Fund and 0.41 percent of the Highways Fund, have been included in the Approved Fiscal Year 2011-2012 Operating Budget.

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

**HARFORD COUNTY, MARYLAND
PERSONNEL SUMMARY**

	ENACTED* FY 10				ENACTED FY 11				ENACTED FY 12			
	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	8.00	573,645			12.00	827,329			11.00	792,264		
Administration	99.00	5,552,143	4.25	114,283	86.00	4,610,574	4.25	116,524	60.00	2,994,266	3.25	88,554
Procurement	18.00	1,065,249			17.00	793,626			16.00	806,690		
Treasury	42.00	2,442,923	0.60	20,368	39.00	2,314,455	0.60	20,767	38.00	2,038,589	0.60	20,767
Law	15.00	1,284,778	0.60	50,902	14.00	1,225,726	0.60	51,900	14.00	1,224,726	0.60	51,900
Planning & Zoning	43.00	2,501,989			43.00	2,460,428			42.00	2,388,100		
Human Resources	10.00	590,762			8.00	536,546			8.00	536,546		
Community Services	33.00	1,893,704			33.00	1,968,435	0.60	26,340	36.00	2,128,541		
Gov't & Community Relations	5.00	358,915			0.00	0			0.00	0		
Housing Agency	8.00	382,087			8.00	328,955			6.00	267,623		
Information & Communication Tech	0.00	0			0.00	0			26.00	1,664,846		
Sheriff's Office	506.00	30,106,058	5.10	139,208	509.00	29,754,763	5.10	149,466	509.00	29,868,027	4.55	133,347
Emergency Services	92.00	4,362,187			91.00	4,254,984			90.00	4,216,530		
Inspections, Licenses & Permits	43.00	2,318,146			40.00	2,200,153			40.00	2,223,523		
Public Works	31.00	1,715,277	1.00	65,545	24.00	1,173,789			24.00	1,223,841		
County Council	21.00	987,174	1.00	50,512	21.00	1,006,531	1.00	51,502	23.00	1,167,312	1.00	51,502
Judicial	28.00	1,587,152			29.00	1,592,772			29.00	1,647,737		
State's Attorney	56.00	3,630,059			56.00	3,449,256			57.00	3,500,667		
Parks & Recreation	98.00	4,649,099	3.50	97,699	99.00	4,639,994	3.00	85,453	99.50	4,641,628	2.50	55,742
Conservation of Natural Resources	3.00	189,961			4.00	227,080			4.00	222,030		
Economic Development	11.00	742,439	0.60	31,004	11.00	758,329	0.60	31,612	15.00	907,684	0.60	31,612
TOTAL GENERAL FUND	1,170.00	66,933,747	16.65	569,521	1,144.00	64,123,725	15.75	533,564	1,147.50	64,461,170	13.10	433,424

**HARFORD COUNTY, MARYLAND
PERSONNEL SUMMARY**

	ENACTED* FY 10				ENACTED FY 11				ENACTED FY 12			
	FULL TIME		PART TIME		FULL TIME		PART TIME		FULL TIME		PART TIME	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
SOLID WASTE SERVICES												
Public Works	33.00	1,500,638			33.00	1,549,292			33.00	1,511,683	0.60	24,960
TOTAL SOLID WASTE SERVICES	33.00	1,500,638	0.00	0	33.00	1,549,292	0.00	0	33.00	1,511,683	0.60	24,960
HIGHWAYS FUND												
Procurement	2.00	118,140			2.00	120,456			2.00	120,456		
Public Works	206.00	10,539,914			206.00	10,537,486			205.00	10,520,748		
TOTAL HIGHWAYS FUND	208.00	10,658,054	0.00	0	208.00	10,657,942	0.00	0	207.00	10,641,204	0.00	0
WATER & SEWER FUND												
Treasury	9.00	481,338			9.00	483,096			9.00	480,161		
Public Works	170.00	9,251,585			170.00	9,332,262			170.00	9,268,568		
TOTAL WATER & SEWER FUND	179.00	9,732,923	0.00	0	179.00	9,815,358	0.00	0	179.00	9,748,729	0.00	0
SPECIAL REVENUE FUNDS												
Parks and Recreation	3.00	139,308			2.00	96,288			2.50	142,040		
Ag Preservation - State		30,000				30,000				30,000		
Ag Preservation - County	1.00	46,918			1.00	47,838			1.00	47,838		
TOTAL SPECIAL REVENUE FUNDS	4.00	216,226	0.00	0	3.00	174,126	0.00	0	3.50	219,878	0.00	0
TOTAL ALL FUNDS	1,594.00	89,041,588	16.65	569,521	1,567.00	86,320,443	15.75	533,564	1,570.00	86,582,664	13.70	458,384

*Salaries reduced to reflect five (5) furlough days

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
GENERAL FUND												
COUNTY EXECUTIVE												
Constituent Services												
Administrative Specialist I	(1.00)	(48,900)	(72,616)									
Sub-total Constituent Services	(1.00)	(48,900)	(72,616)	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL COUNTY EXECUTIVE	(1.00)	(48,900)	(72,616)	0.00	0	0	0.00	0	0	0.00	0	0
ADMINISTRATION												
Director of Administration												
Administrative Specialist II				(1.00)	(70,578)	(97,932)						
Sub-total Director of Administration	0.00	0	0	(1.00)	(70,578)	(97,932)	0.00	0	0	0.00	0	0
Facilities & Operations												
Administrative Assistant I				(1.00)	(33,100)	(54,409)						
Clerk Typist				(1.00)	(35,754)	(57,349)						
Planner III				(1.00)	(57,700)	(82,977)						
Chief of Security				(1.00)	(53,846)	(76,911)						
Special Police Officer I				(10.00)	(362,667)	(558,485)						
Custodial Worker II	1.00	29,088	54,125				(1.00)	(29,088)	(49,890)			
Sub-total Facilities & Operations	1.00	29,088	54,125	(14.00)	(543,067)	(830,131)	(1.00)	(29,088)	(49,890)	0.00	0	0
Central Services												
Mail Room Clerk-Messenger	1.00	38,703	59,433									
Sub-total Central Services	1.00	38,703	59,433	0.00	0	0	0.00	0	0	0.00	0	0
Budget & Management Research (BMR)												
Budget Analyst	(1.00)	(55,000)	(79,841)									
Sub-total BMR	(1.00)	(55,000)	(79,841)	0.00	0	0	0.00	0	0	0.00	0	0

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
ADMINISTRATION CON'T.												
Information and Communication Technology												
Administrative Assistant I				(1.00)	(46,494)	(64,066)						
Telecommunication Engineer II				(2.00)	(99,316)	(135,305)						
Telecommunication Specialist I				(1.00)	(65,788)	(83,814)						
Web Administrator				(1.00)	(78,543)	(107,182)						
Web Designer				(1.00)	(57,430)	(82,522)						
Computer Operator				(1.00)	(37,142)	(44,473)						
Computer System Engineer I				(1.00)	(40,966)	(53,123)						
Computer System Engineer II				(4.00)	(192,028)	(247,117)						
Computer System Engineer III				(2.00)	(118,674)	(155,126)						
Chief, Information Systems				(1.00)	(95,000)	(126,293)						
Programmer Analyst I				(6.00)	(409,574)	(531,969)						
Programmer Analyst II				(3.00)	(275,837)	(357,525)						
Senior Computer Operator				(1.00)	(56,354)	(78,340)						
Administrator				(1.00)	(64,300)	(90,501)						
Sub-total Information & Comm Tech	0.00	0	0	(26.00)	(1,637,446)	(2,157,356)	0.00	0	0	0.00	0	0
Sustainability Office												
Administrative Specialist I				1.00	43,031	69,584						
Management Assistant II				1.00	57,859	81,635						
Planner III				1.00	57,700	87,990						
Sub-total Sustainability Office	0.00	0	0	3.00	158,590	239,209	0.00	0.00	0	0.00	0.00	0.00
Risk Management												
Chief of Security				1.00	53,846	80,854						
Special Police Officer I				10.00	362,667	590,646						
Sub-total Risk Management	0.00	0	0	11.00	416,513	671,500	0.00	0	0	0.00	0	0
TOTAL ADMINISTRATION	1.00	12,791	33,717	(27.00)	(1,675,988)	(2,174,710)	(1.00)	(29,088)	(49,890)	0.00	0	0
PROCUREMENT												
Property Management												
Procurement Agent II (Unfunded)	(1.00)	0	0									
Sub-total Property Management	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL PROCUREMENT	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
TREASURY												
Office of the Treasurer Administrative Secretary III (Unfunded)	(1.00)	0	0									
Sub-total Office of the Treasurer	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL TREASURY	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
PLANNING & ZONING												
Comprehensive Planning Planner I	(1.00)	(45,000)	(69,076)									
Sub-total Comprehensive Planning	(1.00)	(45,000)	(69,076)	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL PLANNING & ZONING	(1.00)	(45,000)	(69,076)	0.00	0	0	0.00	0	0	0.00	0	0
COMMUNITY SERVICES												
Community Development Planner I Housing Services Coordinator				(1.00) 1.00	(60,000) 70,306	(72,782) 99,716						
Sub-total Community Development	0.00	0	0	0.00	10,306	26,934	0.00	0	0	0.00	0	0
Office on Aging Planner I Administrative Specialist II Senior Center Specialist				1.00 1.00	60,000 70,578	67,328 100,150						
Sub-total Office on Aging	1.00	55,959	82,260	2.00	130,578	167,478	(0.60)	(26,340)	(47,333)	0.00	0	0
Harford Transit Administrative Assistant II Administrative Assistant I												
Sub-total Harford Transit	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL COMMUNITY SERVICES	1.00	55,959	82,260	2.00	140,884	194,412	(0.60)	(26,340)	(47,333)	0.00	0	0

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
HOUSING												
Housing Agency												
Housing Services Counselor (Unfunded)	(1.00)	0.00	0.00	(1.00)	(70,306)	(94,542)						
Housing Services Coordinator												
TOTAL HOUSING	(1.00)	0	0	(1.00)	(70,306)	(94,542)	0.00	0	0	0.00	0	0
INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)												
Administrative Assistant I				1.00	46,494	74,029						
Telecommunication Engineer II				2.00	99,316	141,439						
Telecommunication Specialist I				1.00	65,788	87,186						
Web Administrator				1.00	78,543	113,179						
Web Designer				1.00	57,430	87,497						
Computer Operator				1.00	37,142	46,225						
Computer Systems Engineer I				1.00	40,966	56,741						
Computer Systems Engineer II				4.00	192,028	262,013						
Computer Systems Engineer III				2.00	118,674	170,392						
Director of ICT				1.00	105,700	145,999						
Programmer Analyst I				6.00	409,574	559,195						
Programmer Analyst II				3.00	275,837	375,889						
Senior Computer Operator				1.00	56,354	82,855						
Business Applications Manager				1.00	81,000	115,982						
TOTAL INFO & COMMUNICATION TECH	0.00	0	0	26.00	1,664,846	2,318,621	0.00	0	0	0.00	0	0
SHERIFF'S OFFICE												
Administration & Support												
Lieutenant				(1.00)	(83,679)	(121,781)						
Captain				(1.00)	(89,502)	(113,995)						
Corporal				(1.00)	(63,128)	(92,165)						
Sergeant				1.00	74,859	109,622						
Deputy First Class				1.00	67,350	115,563						
Deputy Recruit				(1.00)	(42,973)	(75,273)						
Law Enforcement Records Clerk I				1.00	29,307	36,758						
Records Tech II				(1.00)	(36,171)	(47,518)						
Sub-total Administration & Support	0.00	0	0	(2.00)	(143,937)	(188,789)	0.00	0	0	0.00	0	0

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
SHERIFF'S OFFICE CONT'D												
Patrol Operations												
Lieutenant				(1.00)	(100,110)	(131,575)						
Sergeant				2.00	178,528	313,849						
Corporal				2.00	112,715	236,678						
Captain				(1.00)	(95,098)	(123,928)						
Deputy First Class				(11.00)	(626,201)	(942,713)						
Deputy				8.00	379,165	611,946						
Sub-total Patrol Operations	0.00	0	0	(1.00)	(151,001)	(35,743)	0.00	0	0	0.00	0	0
Investigative Services												
Major				1.00	117,645	187,472						
Lieutenant				1.00	86,341	144,864						
Captain				0.00	3,204	35,271						
Corporal				0.00	11,918	23,886						
Sergeant				(3.00)	(252,970)	(394,992)						
Deputy First Class				4.00	228,175	412,336						
Sub-total Investigative Services	0.00	0	0	3.00	194,313	408,837	0.00	0	0	0.00	0	0
Correctional Services												
Corrections Records Technician				0.00	2,080	4,928						
Sub-total Correctional Services	0.00	0	0	0.00	2,080	4,928	0.00	0	0	0.00	0	0
Court Services												
Major				(1.00)	(121,181)	(177,876)						
Captain				1.00	92,186	148,086						
Corporal				0.00	(4,305)	(10,004)						
Sergeant				1.00	84,697	149,224						
Deputy First Class				2.00	95,304	177,642						
Deputy				(2.00)	(90,730)	(157,058)						
Deputy Recruit				(2.00)	(85,946)	(149,946)						
Sub-total Court Services	0.00	0	0	(1.00)	(29,975)	(19,932)	0.00	0	0	0.00	0	0
Bose Grant												
Corporal				(1.00)		*						
Sergeant				1.00		*						
Deputy First Class				2.00		*						
Deputy Recruit				(1.00)		*						
Sub-total Bose Grant	0.00	0	0	1.00	0	0	0.00	0	0	0.00	0	0
TOTAL SHERIFF'S OFFICE	0.00	0	0	0.00	(128,520)	169,301	0.00	0	0	0.00	0	0

* Positions are 100% funded by BOSE grant

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
EMERGENCY OPERATIONS												
Administration												
Administrative Assistant I (Unfunded)	(1.00)	0	0									
Sub-total Administration	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL EMERGENCY OPERATIONS	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
COUNTY COUNCIL												
Council Office												
County Auditor (Unfunded)				(1.00)	0	0						
Sub-total Council Office	0.00	0	0	(1.00)	0	0	0.00	0	0	0.00	0	0
Office of County Auditor												
County Auditor				1.00	95,000	133,068						
Auditor I (Unfunded)	1.00	0	0					0	0			
Administrative Specialist I	1.00	58,000	88,353									
Sub-total Office of County Auditor	2.00	58,000	88,353	1.00	95,000	133,068	0.00	0	0	0.00	0	0
TOTAL COUNTY COUNCIL	2.00	58,000	88,353	0.00	95,000	133,068	0.00	0	0	0.00	0	0
STATE'S ATTORNEY												
State's Attorney's Office												
Assistant State's Attorney I	1.00	52,800	65,148									
Sub-total State's Atty Office	1.00	52,800	65,148	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL STATE'S ATTORNEY	1.00	52,800	65,148	0.00	0	0	0.00	0	0	0.00	0	0
PARKS & RECREATION												
Recreation Services												
Recreation Specialist V				(0.50)	(45,752)	(65,520)						
Parks & Facilities												
Custodial Worker II	1.00	26,660	38,889				(0.50)	(13,330)	(21,239)			
Sub-total Recreation Svcs	1.00	26,660	38,889	(0.50)	(45,752)	(65,520)	(0.50)	(13,330)	(21,239)	0.00	0	0
TOTAL PARKS & RECREATION	1.00	26,660	38,889	(0.50)	(45,752)	(65,520)	(0.50)	(13,330)	(21,239)	0.00	0	0
ECONOMIC DEVELOPMENT												
Office of Economic Development												
Economic Development Associate**	2.00	77,983	121,549									
Administrator**	1.00	47,372	64,677									
Administrative Assistant I**	1.00	24,000	38,068									
Sub-total Ofc of Econ Develop	4.00	149,355	224,294	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL ECONOMIC DEVELOPMENT	4.00	149,355	224,294	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL CHANGES TO GENERAL FUND	4.00	261,665	390,969	(0.50)	(19,836)	480,630	(2.10)	(68,758)	(118,462)	0.00	0	0

** The Administrator, Administrative Assistant I and one (1) Economic Development Associate are offset 1/2 year by BRAC grant which ends approximately 1/1/12

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
SOLID WASTE SERVICES												
PUBLIC WORKS												
Solid Waste Management Senior Equipment Operator							0.60	24,960	50,009			
TOTAL PUBLIC WORKS	0.00	0	0	0.00	0	0	0.60	24,960	50,009	0.00	0	0
TOTAL CHANGES TO SOLID WASTE SERVICES	0.00	0	0	0.00	0	0	0.60	24,960	50,009	0.00	0	0
HIGHWAYS FUND												
PUBLIC WORKS												
Office of Director Administrative Secretary III (Unfunded)	(1.00)	0	0									
Sub-total Office of Director	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
Bureau of Highways Engineering												
Inspector II				(2.00)	(105,584)	(157,541)						
Civil Engineer III				(1.00)	(109,159)	(140,255)						
Engineering Associate I				(2.00)	(73,275)	(96,552)						
Civil Engineer IV				(1.00)	(109,159)	(139,205)						
Chief Construction Inspector				(1.00)	(70,306)	(96,704)						
Engineering Associate IV				(1.00)	(78,332)	(107,399)						
Engineering Associate V				(2.00)	(169,406)	(226,549)						
GIS Coordinator				1.00	66,270	86,448						
Sub-total Highways Engineering	0.00	0	0	(9.00)	(648,951)	(877,757)	0.00	0	0	0.00	0	0
Bureau of Water Resources												
Inspector II				1.00	49,584	79,238						
Chief Construction Inspector				1.00	70,306	101,319						
Civil Engineer IV				1.00	109,159	145,836						
Engineering Associate I				1.00	40,175	55,045						
Engineering Associate IV				1.00	78,332	113,261						
Engineering Associate V				2.00	169,406	238,406						
GIS Coordinator				(1.00)	(66,270)	(84,457)						
Sub-total Water Resources	0.00	0	0	6.00	450,692	648,648	0.00	0	0	0.00	0	0
Bureau of Highways Maintenance												
Inspector III				1.00	58,800	90,439						
Civil Engineer III				1.00	109,159	147,099						
Engineering Associate I				1.00	33,100	46,505						
Sub-total Highways Maintenance	0.00	0	0	3.00	201,059	284,043	0.00	0	0	0.00	0	0
TOTAL PUBLIC WORKS	(1.00)	0	0	0.00	2,800	54,934	0.00	0	0	0.00	0	0
TOTAL CHANGES TO HIGHWAYS FUND	(1.00)	0	0	0.00	2,800	54,934	0.00	0	0	0.00	0	0

FY 2012 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<u>WATER & SEWER FUND</u>												
PUBLIC WORKS												
Engineering												
Permits Clerk				(1.00)	(27,500)	(47,906)						
Sub-total Engineering	0.00	0	0	(1.00)	(27,500)	(47,906)	0.00	0	0	0.00	0	0
Water Production												
Permits Clerk				1.00	27,500	35,382						
Sub-total Water Production	0.00	0	0	1.00	27,500	35,382	0.00	0	0	0.00	0	0
TOTAL PUBLIC WORKS	0.00	0	0	0.00	0	(12,524)	0.00	0	0	0.00	0	0
TOTAL CHANGES TO WATER & SEWER	0.00	0	0	0.00	0	(12,524)	0.00	0	0	0.00	0	0
<u>PARKS & RECREATION SPECIAL REVENUE FUND</u>												
Oakington Peninsula												
Recreation Specialist V				0.50	45,752	66,520						
Sub-total Oakington Peninsula	0.00	0	0	0.50	45,752	66,520	0.00	0	0	0.00	0	0
TOTAL PARKS & RECREATION	0.00	0	0	0.50	45,752	66,520	0.00	0	0	0.00	0	0
TOTAL CHANGES TO SPECIAL FUNDS	0.00	0	0	0.50	45,752	66,520	0.00	0	0	0.00	0	0
TOTAL CHANGES TO ALL FUNDS	3.00	261,665	390,969	0.00	28,716	589,560	(1.50)	(43,798)	(68,453)	0.00	0	0

HARFORD COUNTY
SPENDING AFFORDABILITY ADVISORY COMMITTEE
REPORT TO THE COUNTY EXECUTIVE
FOR FISCAL YEAR 2012

Members of the Committee

C. Joseph Kelly, Jr., Chair

Steven Wiseman
(Chamber of Commerce)

John H. Cain

Glenn E. Ross

Ex-Officio
Lester Guthorn

Harford County Government Staff
Mary F. Chance, Director of Administration
Kathryn L. Hewitt, Treasurer
Kimberly Spence, Chief, Budget & Management Research
Sharon Neil, Executive Secretary

Executive Summary

The Spending Affordability Advisory Committee (“Committee”) has concluded that the current economic recession has, and will continue to have, an impact on the revenues of the County. The County should be prepared for a modest positive change in the Net Adjusted General Fund Budget from FY 2011 to FY 2012 as the Committee expects growth of 2.80%. The Committee has projected Income Tax revenue to increase 1.2% from FY 2011 to FY 2012 after growing a projected 3.6% from FY2010 to FY 2011. As property values are continuing to decline in the County, the Committee believes property tax revenues should decline from FY 2011 to 2012 with a decrease of 0.2%.

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 funds
 - ii) Recommended level of new debt authorization
 - iii) Recommended level of unappropriated 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 returning members who worked well together to meet this task with a broad base of relevant experience. 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, 2011, provided by the Harford County Treasurer

- Property tax collections, and estimates, for Harford County, through FY 2011 and 2012, provided by the Harford County Treasurer
- Approved Harford County Annual Operating and Capital Budgets - In - Brief 2010-2011
- 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 Comptrollers office.

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 2011 and FY 2012 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 funding. The Committee specifically cites the existence of \$3.5 million in appropriated fund balance from the FY 2010 audit and \$14.4 million in other one time revenues. The Committee understands the County utilizes these non-recurring sources of funds to pay for one time expenditures and, therefore, are not included in the base year for growth calculations.

The Committee also reviewed the FY 2011 General Operating Budget as a necessary step in carrying out its charge to recommend a FY 2012 spending level. It was necessary to adjust the FY 2011 General Operating Budget to reflect the reduction of the appropriated fund balance equal to \$3.5 million and a further reduction of \$14.4 million for other one time revenues. 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 2011 General Operating Budget of \$436.6 million.

C. Debt Authorization

The Committee has reviewed the County's Business Plan. The Business Plan 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 Business Plan, and considers the objectives both reasonable and conservative, particularly when compared to other jurisdictions.

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

D. Fund Balance

The Committee reviewed the County's practice of maintaining an unappropriated fund balance of approximately five percent of the annual General Operating Fund Budget. The Committee endorses maintaining this practice for a number of reasons. The reader should note

that, in practice, the County actually appropriates the money and creates a “Reserve for Credit Rating Purposes”. This reserve acts as funds that could be used by the County to fund revenue shortfalls. As a reserve, it may only be used by legislative action. The credit rating agencies have endorsed this practice and the Committee feels it is within the spirit of what we are recommending.

First, the five percent unappropriated balance 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 and turbulent 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 this current economy. In rating the County's credit worthiness, some of the rating agencies have cited the fund balance as a source of financial strength.

The Committee believes ending balances in excess of five percent should, under normal circumstances, be applied to subsequent budget years.

III. Recommendations

Operating Budget

Based upon our review and analysis procedures already outlined, the Committee recommends that the FY 2012 General Operating Budget increase the FY 2011 Net Adjusted General Fund Budget, of \$436.6 million, by 2.80%. This represents approximately \$448.8 million in ongoing revenues. 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. Due to the current recession, it was noted that we could expect further reductions in property

taxes. As property taxes are a significantly larger source of revenue than income taxes, a decline in this source can be particularly impactful. The revenue loss in FY 2012 will be mitigated somewhat by the Homestead credit, however, the decline in property values (and thus property taxes) will be more fully felt in 2013 and beyond.

The Committee noted an expected rise in the income tax revenue and expects that trend to continue as the economy recovers. Small business profits should begin to recover, employment for County residents should improve, and the return of capital gains should continue to drive this revenue source.

Debt Authorization

Due to time constraints and lengthy discussions about the unusual economic times, the Committee did not address the debt authorization of the County.

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 unappropriated fund balance (Reserve for Credit Rating Purposes) be maintained at five percent of the General Fund Operating Budget.

Additional Recommendations

The Committee's recommendation that spending should increase by at 2.80%, over the FY 2011 Net Adjusted General Fund Budget of \$436.6 million, is based upon its assessment of available revenues and in certain projected FY 2011 revenues. The report has been delayed

from its traditional delivery around the first part of February. This delay was the result of the desire of the Committee to see the Income Tax distribution from the State for the month of February.

The Committee believes that its recommendations and forecasts should be reviewed and tested at year-end FY 2011 and throughout FY 2012 as it prepares its recommendations for FY 2013. This is particularly important as there continues to be uncertainty in the markets.

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. The Committee reviewed the income tax distributions through February 2011 to arrive at its projections. In its analysis the Committee believed FY 2011 income tax revenue would increase by 3.6% and FY 2012 income tax revenue would increase by 1.2%.

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 concern. The rapid drop in market interest rates have been a major help in reducing the cost of the County's debt, however, it has had a major impact on the County's investment portfolio. 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. The rapid drop in interest rates has materially impacted the investment income of the County. This situation should not improve for most, or all of, FY 2012.

The continuing sluggish economy has adversely impacted property values, transfer taxes and other real estate related fees. This has translated into lower real estate taxes as the new assessment process continues. The Committee estimates property tax revenue to decline over 0.2% in FY 2012. Unfortunately, the U.S. economy was hit with a credit crisis during the summer of 2007 and is continuing as of the date of

this report. This credit crisis hit the mortgage markets by severely limiting the availability of sub-prime mortgages and consequently eliminating a significant number of borrowers/buyers from the real estate market. With less access to capital, and fewer buyers, the US real estate market has continued to experience a decline in real estate values. The Committee believes the effects are now being felt by Harford County. The assessment process has resulted in declines in County property values which will start to have a significant impact on FY 2012 real estate tax revenue. While we are expecting a decline in property tax revenue in FY 2012, the decline will be partially mitigated (approximately \$10 million) by the Homestead Tax Credit program. As this credit is extinguished in FY 2012 and into 2013, the County will be more exposed to the significant decline in property values. In addition, there may continue to be an impact to recordation taxes, transfer taxes and other real estate activity fees due to slower sales in Harford County real estate. Some of these impacts could be partially mitigated by BRAC effects.

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 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. Future committees should include in their revenue model the impact of other significant revenues such as impact fees, real estate activity taxes and fees, and interest/investment income.
2. The County Executive should update the Executive Order for the Committee which dates to 1992 and has not been amended since 2000. Duties and areas of concentration may have changed and others may be more valuable to the Executive and the County.

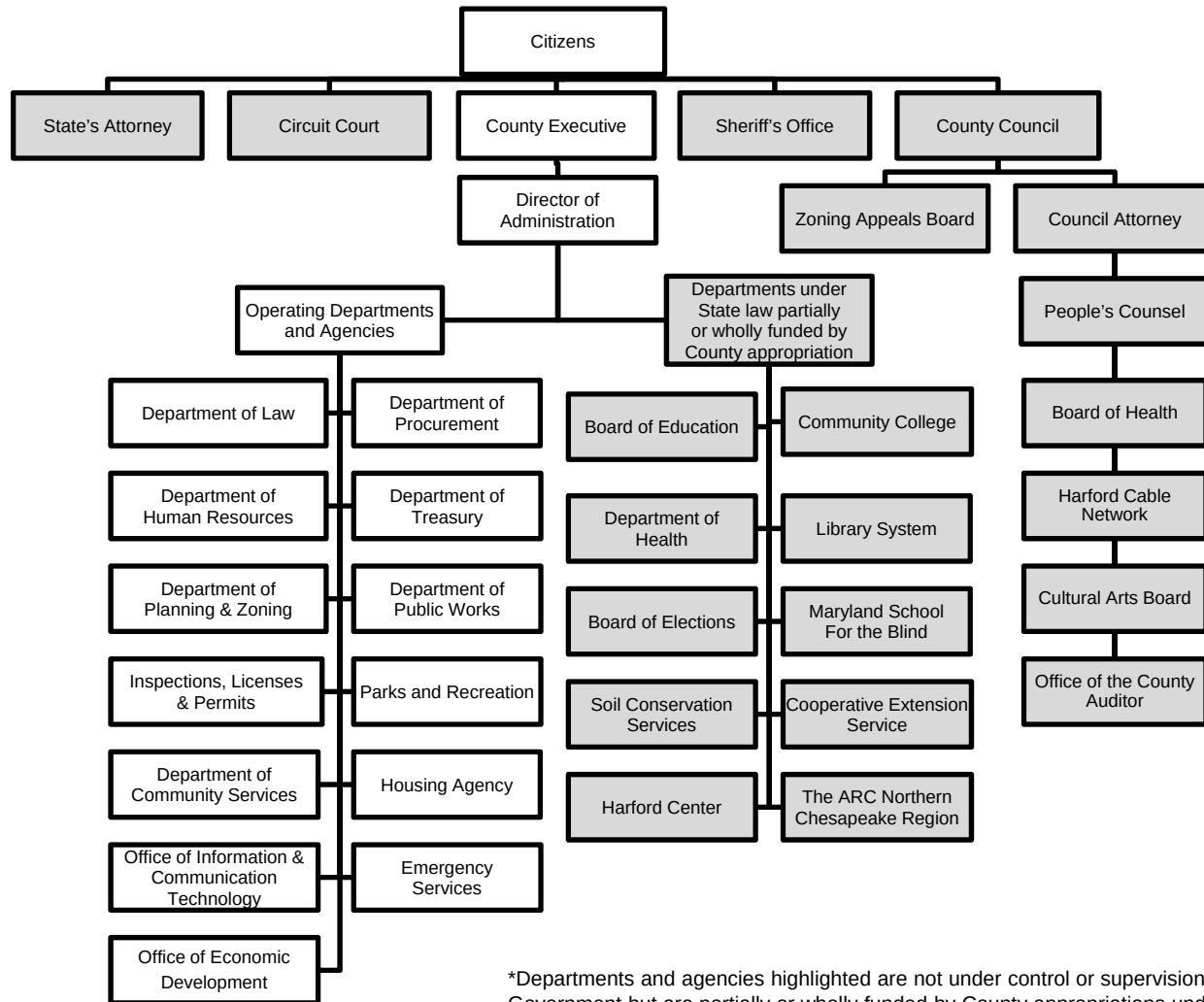
3. The County should review its business plan and update as needed. The Committee was made aware of the existence of a Business Plan Committee which is apparently working toward this goal.
4. The County should review its Enterprise funds to ensure the underlying enterprise is self supporting and not at risk of becoming dependent on funding from the General Fund.

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 Mary Chance, Director of Administration, Kathryn Hewitt, Treasurer, and Kimberly Spence, Chief, Budget and Management Research, 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 also wishes to thank Sharon Neil for her efforts in coordinating the Committee's meetings and providing staff support. In addition, the Committee held meetings from September through February as it reviewed its materials. During this process the County experienced personnel turnover in some individuals that assist the Committee in its mission. Accordingly, we would like to extend our thanks to former County Administrator, Lorraine Costello, for her assistance to the Committee as well as Deputy County Treasurer, Rick Pernas for his assistance until a permanent Treasurer was named.

March 10, 2011

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.

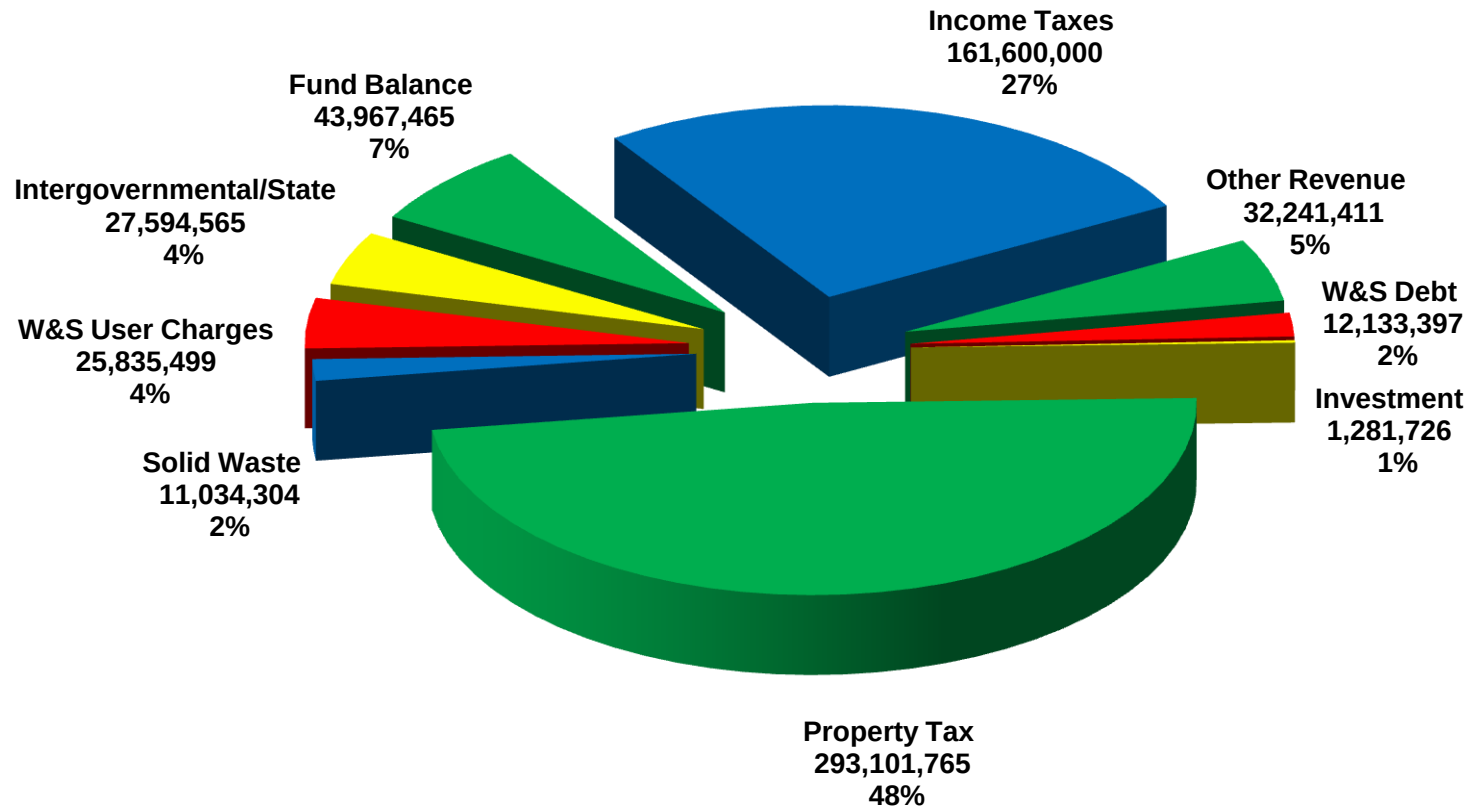
**FY 12 APPROVED ALL FUNDS
REVENUE BREAKDOWN**

PROPERTY TAXES:	48%	293,101,765	INCOME TAX	27%	161,600,000
Real & Personal	295,598,769				
Transfer Tax	5,600,000		W & S USER CHARGES	4%	25,835,499
Deductions	(8,097,004)				
INTERGOVERNMENTAL / STATE:	4%	27,594,565	W & S DEBT SERVICE:	2%	12,133,397
Recordation / Transfer Tax	14,529,734		Development	4,196,920	
Pro Rata	264,032		Capital Assessment	5,120,529	
Other	12,800,799		Capital Connections	2,206,198	
			Other	609,750	
FUND BALANCE / UNRESTRICTED NET ASSETS:	7%	43,967,465	OTHER REVENUE:	5%	32,241,411
General Fund Balance	22,518,662		Licenses/Permits	3,002,400	
Highways Fund Balance	4,531,984		Service Charges	6,093,183	
TIF Fund Balance	1,825,000		Fines & Forfeitures	133,500	
Unrestricted Net Assets	5,891,819		Miscellaneous	10,386,823	
Contributed Capital	9,200,000		Capital Recovery	2,200,000	
			Other Taxes	6,005,000	
			27th Pay Accrual	4,420,505	
SOLID WASTE:	2%	11,034,304	INVESTMENT INCOME	1%	1,281,726
Waste to Energy	11,034,304				

TOTAL ALL FUNDS REVENUES	608,790,132

ALL FUNDS REVENUES

Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$608,790,132

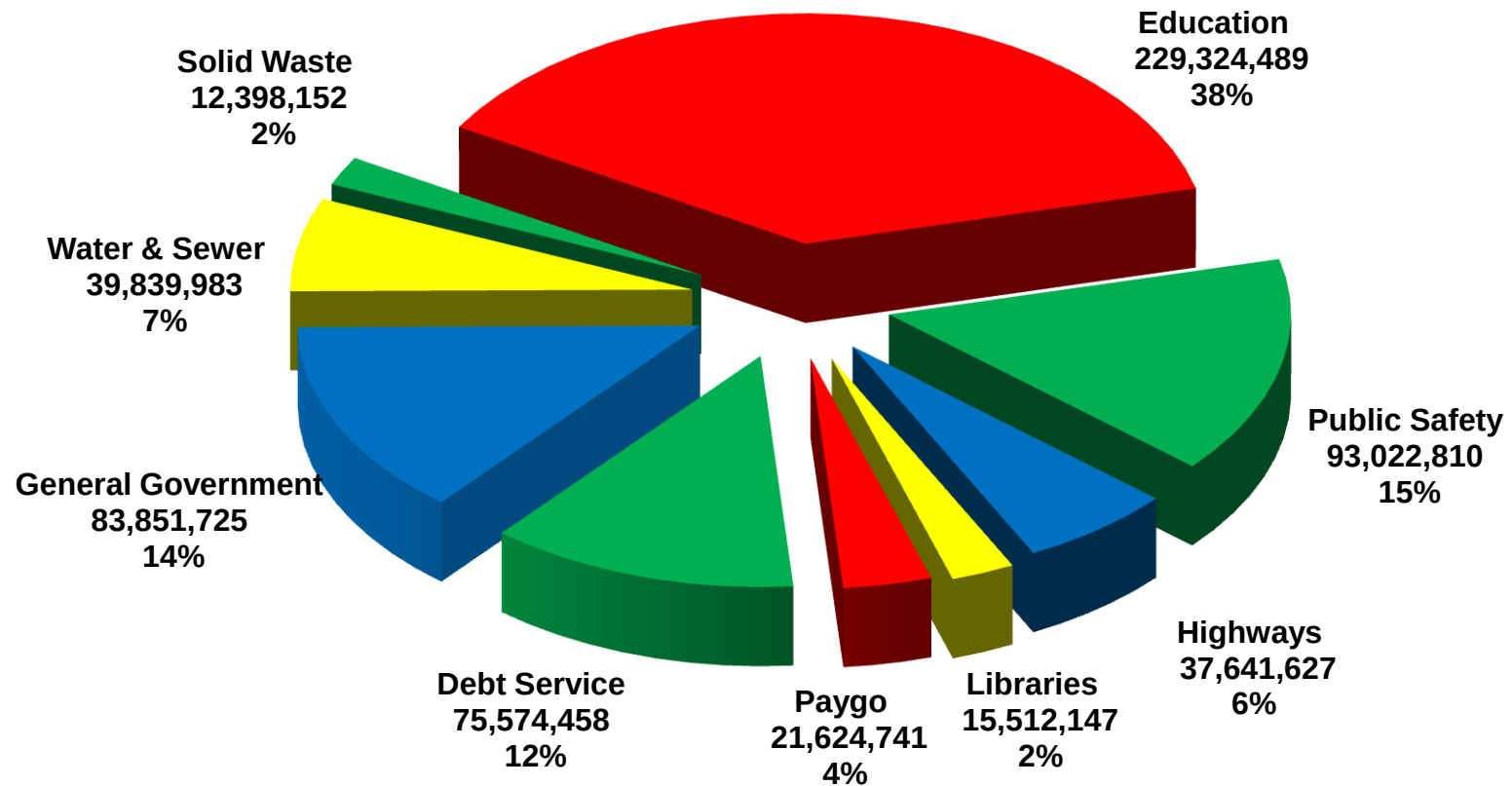


**FY 12 APPROVED ALL FUNDS
APPROPRIATIONS BREAKDOWN**

GENERAL GOVERNMENT:	14%	83,851,725	EDUCATION:	38%	229,324,489
County Executive	2,081,726		Board of Education	35%	214,291,627
Administration	7,312,356		Harford Community College	3%	14,961,612
Procurement	3,927,660		School for the Blind		71,250
Treasury	3,747,671				
Law	1,882,790		PUBLIC SAFETY:	15%	93,022,810
Planning & Zoning	8,435,703		Sheriff		67,370,596
Human Resources	1,378,154		Emergency Services		12,229,659
Community Services	7,164,827		Volunteer Fire Companies		6,809,642
Handicapped Care Centers	2,298,730		Inspections, Licenses & Permits		4,071,317
Health	4,029,330		Environmental Services		2,541,596
Housing	498,977				
Information & Communication	3,927,717				
Council	2,537,353		HIGHWAYS:	6%	37,641,627
Judicial	2,969,845		Fleet Management		6,998,026
State's Attorney	5,737,871		Personnel Matters		283,199
Elections	1,689,125		Public Works		28,532,749
Parks & Recreation	10,342,768		Benefits		1,627,653
Natural Resources	600,581		Contingency Reserve		200,000
Economic Development	2,241,700				
Benefits	6,260,950		LIBRARIES	2%	15,512,147
Appropriation to Towns	2,995,891				
Appropriation to State	1,640,000		PAYGO:	4%	21,624,741
Rural Legacy Program	50,000		General - Capital Improvements		9,688,918
Contingency Reserve	100,000		Highways - Capital Improvements		10,245,000
			Water & Sewer - Capital Improvements		1,690,823
WATER & SEWER OPER:	7%	39,839,983			
Treasury	858,410		DEBT SERVICE:	12%	75,574,458
Personnel Matters	204,660		General		50,538,252
Public Works	38,067,601		AG Preservation - County		4,247,308
Benefits	709,312		Highways		1,189,886
			Water & Sewer Debt Service		15,126,946
SOLID WASTE MGT:	2%	12,398,152	Solid Waste Services		2,647,066
Public Works	12,398,152		TIF Debt Service		1,825,000

TOTAL ALL FUNDS APPROPRIATIONS	608,790,132

**ALL FUNDS
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$608,790,132**



ALL FUNDS SUMMARY

ALL FUNDS SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	149,075,187	147,357,474	137,494,481	149,661,524	149,659,924
20	CONTRACTUAL SERVICES	42,076,107	40,684,951	47,725,218	46,857,906	49,180,720
30	SUPPLIES & MATERIALS	12,871,280	11,155,700	13,545,990	13,845,894	13,845,894
40	BUSINESS & TRAVEL	8,690,010	7,837,801	9,060,369	8,941,287	8,941,287
50	CAPITAL OUTLAY	14,548,395	1,701,606	586,382	4,110,978	5,510,978
60	DEBT SERVICE	73,381,245	83,173,057	72,429,392	75,156,558	75,156,558
70	MISCELLANEOUS	312,279,816	297,254,066	296,377,221	305,976,442	305,701,051
80	INTER-GOVERNMENTAL EXPENSES	1,407,014	2,480,025	3,177,328	793,720	793,720
	GRAND TOTAL	614,329,054	591,644,680	580,396,381	605,344,309	608,790,132
<u>SUMMARY BY FUND:</u>						
11	GENERAL	472,731,916	469,976,765	454,504,275	476,064,692	476,439,692
25	HIGHWAYS	52,932,714	48,680,639	44,986,291	46,826,513	49,076,513
26	PARKS AND RECREATION	653,273	688,324	762,508	850,736	850,736
27	AG PRESERVATION - COUNTY	17,740,727	5,102,167	5,113,701	7,378,221	8,778,221
28	AG PRESERVATION - STATE	1,187,099	260,330	117,000	117,000	117,000
31	TAX INCREMENT FINANCING	0	0	2,900,000	1,825,000	1,825,000
51	WATER & SEWER OPERATING	41,219,627	38,736,746	39,319,217	42,109,983	41,530,806
53	WATER & SEWER DEBT SERVICE	13,880,981	14,037,696	17,279,155	15,126,946	15,126,946
55	SOLID WASTE SERVICES	13,982,717	14,162,013	15,414,234	15,045,218	15,045,218
	GRAND TOTAL	614,329,054	591,644,680	580,396,381	605,344,309	608,790,132

ALL FUNDS SUMMARY

ALL FUNDS SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY DEPARTMENT:</u>					
01	COUNTY EXECUTIVE	1,767,846	1,406,654	2,024,393	2,081,726	2,081,726
02	ADMINISTRATION	12,046,044	10,836,674	10,971,649	7,312,356	7,312,356
03	PROCUREMENT	10,129,161	10,027,251	10,611,402	10,925,686	10,925,686
04	TREASURY	4,680,005	4,697,373	4,664,526	4,606,081	4,606,081
05	LAW	1,922,646	1,778,541	1,811,126	1,882,790	1,882,790
06	PLANNING AND ZONING	18,113,096	4,649,259	4,741,545	7,035,703	8,435,703
08	HUMAN RESOURCES	2,369,849	6,764,280	1,879,710	1,866,013	1,866,013
09	COMMUNITY SERVICES	7,273,190	6,798,767	7,013,848	7,065,111	7,164,827
14	HANDICAPPED CARE CENTERS	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730
15	GOVERNMENTAL & COMMUNITY RELATIONS	549,325	477,191	0	0	0
16	HEALTH	4,039,250	4,079,795	4,028,318	4,029,330	4,029,330
17	HOUSING AGENCY	659,251	552,403	571,261	598,693	498,977
18	INFORMATION & COMMUNICATION TECHNOLOGY	0	0	0	3,927,717	3,927,717
21	SHERIFF'S OFFICE	61,011,099	62,601,104	62,637,663	67,370,596	67,370,596
22	EMERGENCY SERVICES	18,469,633	17,723,269	18,349,863	18,964,301	19,039,301
26	INSPECTIONS, LICENSES & PERMITS	4,054,862	3,716,431	3,782,851	4,071,317	4,071,317
30	PUBLIC WORKS	82,366,684	83,357,247	81,731,916	81,540,098	81,540,098
40	COUNTY COUNCIL	2,085,004	1,997,664	2,169,069	2,537,353	2,537,353
41	JUDICIAL	2,747,386	2,666,892	2,727,483	2,969,845	2,969,845
43	STATE'S ATTORNEY	5,289,310	5,235,026	5,265,988	5,737,871	5,737,871
48	ELECTIONS	1,446,522	857,914	2,376,121	1,689,125	1,689,125
54	BOARD OF EDUCATION	206,978,734	210,414,800	214,061,789	214,291,627	214,291,627
56	HARFORD COMMUNITY COLLEGE	15,939,806	15,939,806	14,961,612	14,961,612	14,961,612
57	MARYLAND SCHOOL FOR THE BLIND	36,720	64,512	71,250	71,250	71,250
58	LIBRARIES	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147
59	PARKS AND RECREATION	10,115,924	9,722,676	9,929,217	10,342,768	10,342,768
63	CONSERVATION OF NATURAL RESOURCES	494,300	451,757	663,206	600,581	600,581
65	ECONOMIC DEVELOPMENT	2,453,200	2,191,763	2,100,881	2,241,700	2,241,700
66	DEBT SERVICE	73,625,410	83,366,547	72,872,542	75,574,458	75,574,458
67	INSURANCE	1,410,973	0	370,433	0	0
68	BENEFITS	11,549,440	5,194,684	6,169,667	8,597,915	8,597,915
70	PAYGO / APPROPRIATION TO TOWNS	32,148,751	16,463,523	13,726,175	24,339,809	26,310,632
90	RESERVE FOR CONTINGENCIES	0	0	300,000	300,000	300,000
	GRAND TOTAL	614,329,054	591,644,680	580,396,381	605,344,309	608,790,132
	SUMMARY OF GRANT BUDGET					2,649,442

ALL FUNDS SUMMARY

ALL FUNDS SUMMARY:

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY REVENUE SOURCE:</u>					
PROPERTY TAXES	273,955,385	292,290,242	294,307,429	293,101,765	293,101,765
INCOME TAXES	161,364,855	154,181,039	149,590,396	161,600,000	161,600,000
W & S USER CHARGES	22,944,107	23,845,859	24,094,099	25,835,499	25,835,499
WASTE TO ENERGY PLANT	9,657,709	9,736,716	8,711,040	11,034,304	11,034,304
W & S DEBT SERVICE	9,287,215	15,073,500	11,620,867	12,133,397	12,133,397
INTERGOVERNMENTAL/STATE-SHARED	41,753,264	29,121,188	36,382,347	27,594,565	27,594,565
INVESTMENT INCOME	8,698,069	5,366,737	3,739,602	1,281,726	1,281,726
FUND BAL APPROP/UNRESTRICTED NET ASSETS	0	0	21,723,442	40,521,642	43,967,465
OTHER REVENUE	<u>61,488,015</u>	<u>63,127,286</u>	<u>30,227,159</u>	<u>32,241,411</u>	<u>32,241,411</u>
GRAND TOTAL	<u>589,148,619</u>	<u>592,742,567</u>	<u>580,396,381</u>	<u>605,344,309</u>	<u>608,790,132</u>

FY 12 Approved Budget \$608,790,132

FY 11 Approved Budget \$580,396,381

\$ growth \$28,393,751

% growth 4.89%

GENERAL

FY 12 APPROVED GENERAL FUND REVENUE BREAKDOWN

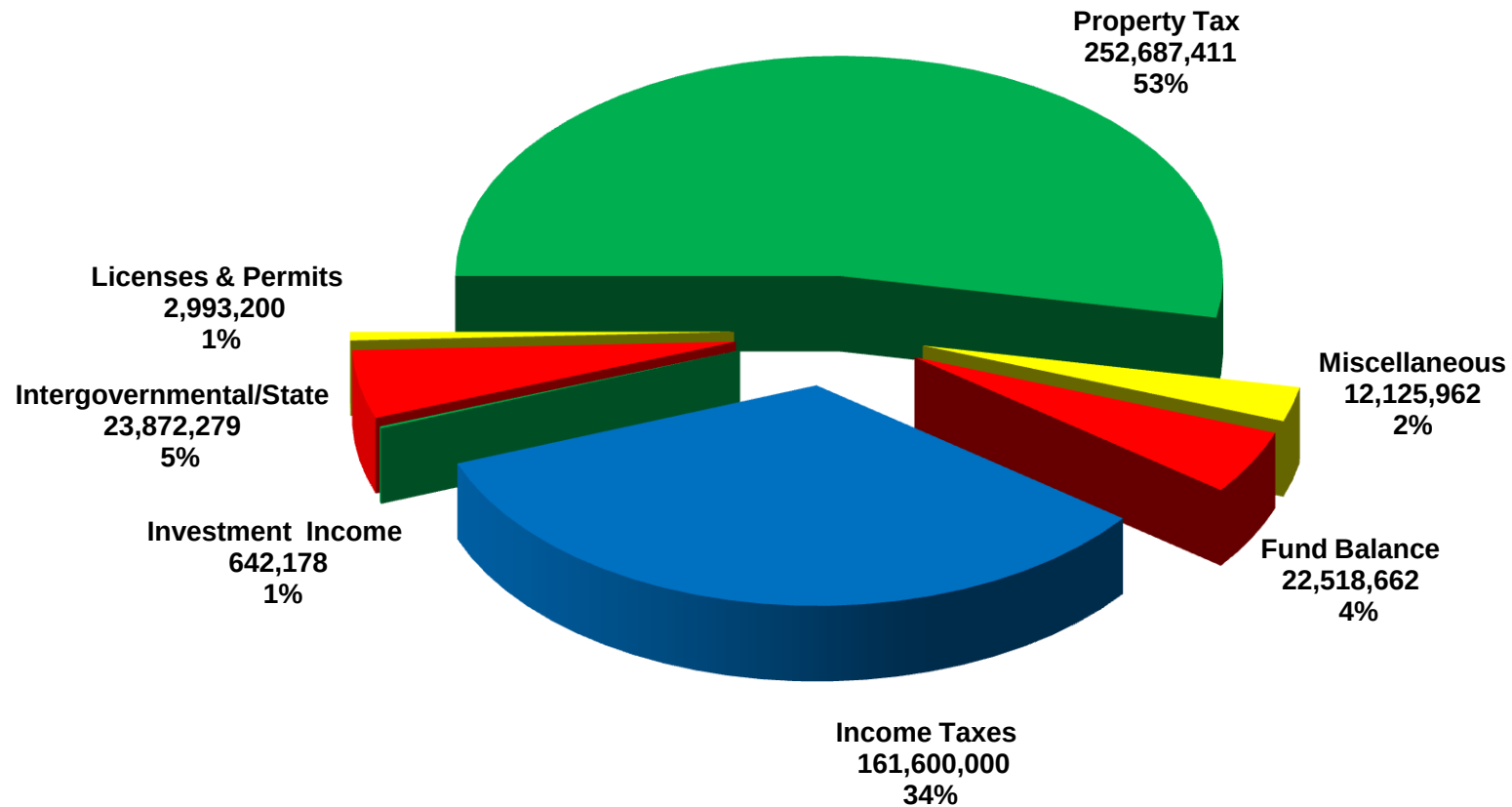
PROPERTY TAX:	53%	252,687,411	INCOME TAX	34%	161,600,000
Real & Personal	259,927,066				
Deductions	(7,239,655)				
INVESTMENT INCOME	1%	642,178	INTERGOVERNMENTAL /STATE:	5%	23,872,279
			Intergovernmental	2,557,591	
			Intra-County	5,745,249	
MISCELLANEOUS:	2%	12,125,962	Pro Rata	2,739,705	
Other Taxes	6,005,000		Recordation	6,845,932	
Service Charges	1,941,800		Transfer	5,983,802	
Fines & Forfeitures	93,500				
Miscellaneous Revenues	711,000		LICENSES & PERMITS	1%	2,993,200
27th Pay Accrual	3,374,662				
FUND BALANCE	4%	22,518,662			

TOTAL GENERAL FUND REVENUES	476,439,692

GENERAL FUND REVENUES

Fiscal Year 2011 - 2012

TOTAL APPROVED BUDGET \$476,439,692



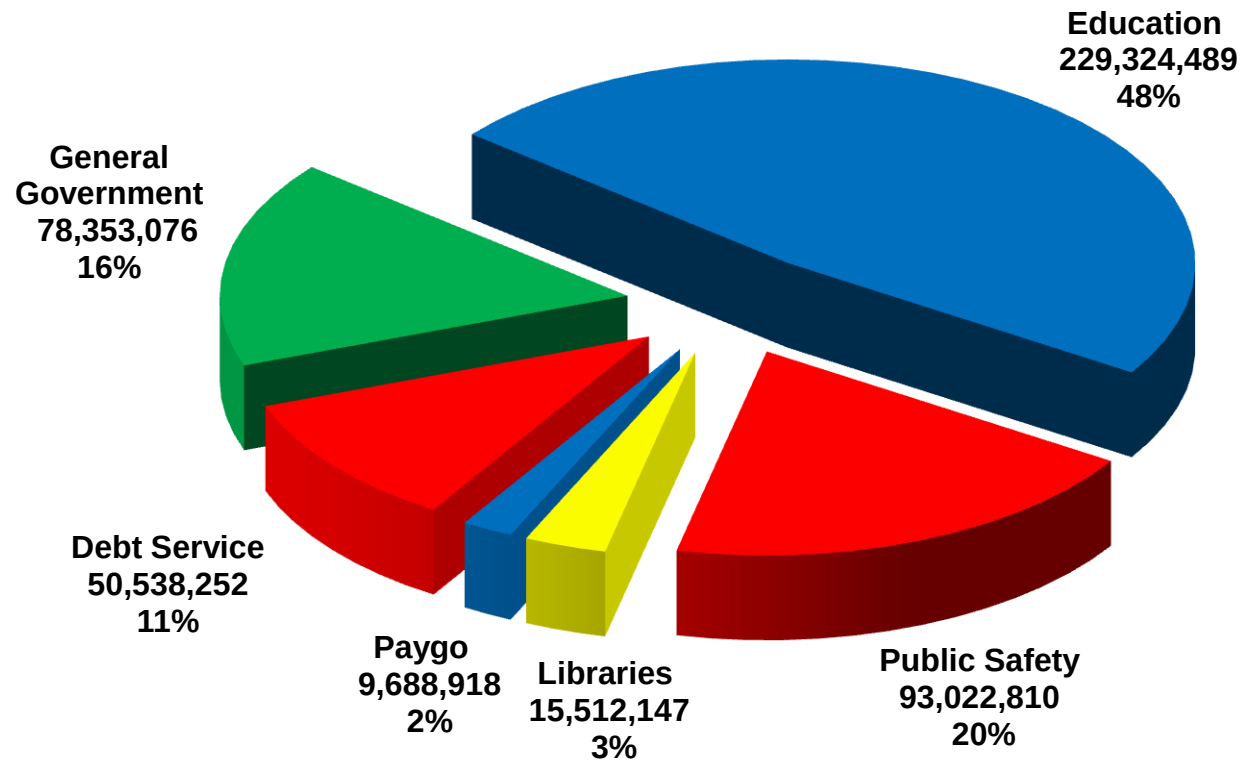
**FY 12 APPROVED GENERAL FUND
APPROPRIATIONS BREAKDOWN**

GENERAL GOVERNMENT:	16%	78,353,076	EDUCATION:	48%	229,324,489
County Executive	2,081,726		Board of Education	45%	214,291,627
Administration	7,312,356		Harford Community College	3%	14,961,612
Procurement	3,927,660		School for the Blind		71,250
Treasury	3,747,671				
Law	1,882,790				
Planning & Zoning	3,787,790		PUBLIC SAFETY:	20%	93,022,810
Human Resources	1,378,154		Sheriff		67,370,596
Community Services	7,164,827		Emergency Services		12,229,659
Handicapped Care Centers	2,298,730		Volunteer Fire Companies		6,809,642
Health	4,029,330		Inspections, Licenses & Permits		4,071,317
Housing	498,977		Environmental Services		2,541,596
Info. & Communication Technology	3,927,717				
Council	2,537,353				
Judicial	2,969,845		LIBRARIES	3%	15,512,147
State's Attorney	5,737,871				
Elections	1,689,125		PAYGO	2%	9,688,918
Parks & Recreation	9,492,032		Capital Improvements		9,688,918
Natural Resources	600,581				
Economic Development	2,241,700				
Benefits	6,260,950		DEBT SERVICE	11%	50,538,252
Appropriation to Towns	2,995,891				
Appropriation to State	1,640,000				
Rural Legacy Program	50,000				
Contingency Reserve	100,000				

TOTAL GENERAL FUND APPROPRIATIONS

476,439,692

**GENERAL FUND
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$476,439,692**



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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	113,118,850	110,059,066	103,442,024	112,989,772	112,988,172
20	CONTRACTUAL SERVICES	22,399,859	19,741,048	24,993,695	24,311,656	26,634,470
30	SUPPLIES & MATERIALS	3,846,253	3,396,848	4,225,449	4,572,329	4,572,329
40	BUSINESS & TRAVEL	3,286,338	2,848,209	3,429,057	3,422,015	3,422,015
50	CAPITAL OUTLAY	612,954	503,516	50,300	482,881	482,881
60	DEBT SERVICE	51,805,777	61,714,003	45,106,477	50,410,352	50,410,352
70	MISCELLANEOUS	277,336,363	270,948,978	272,072,277	279,862,017	277,915,803
80	INTERGOVERNMENTAL	325,522	765,097	1,184,996	13,670	13,670
	GRAND TOTAL	<u>472,731,916</u>	<u>469,976,765</u>	<u>454,504,275</u>	<u>476,064,692</u>	<u>476,439,692</u>

GENERAL FUND

FUND SUMMARY:

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY DEPARTMENT:</u>					
01 COUNTY EXECUTIVE	1,767,846	1,406,654	2,024,393	2,081,726	2,081,726
02 ADMINISTRATION	12,046,044	10,836,674	10,971,649	7,312,356	7,312,356
03 PROCUREMENT	3,980,765	3,798,048	3,673,803	3,927,660	3,927,660
04 TREASURY	3,898,540	3,919,065	3,878,816	3,747,671	3,747,671
05 LAW	1,922,646	1,778,541	1,811,126	1,882,790	1,882,790
06 PLANNING & ZONING	3,693,927	3,579,754	3,613,444	3,787,790	3,787,790
08 HUMAN RESOURCES	1,936,856	4,913,697	1,380,351	1,378,154	1,378,154
09 COMMUNITY SERVICES	7,273,190	6,798,767	7,013,848	7,065,111	7,164,827
14 HANDICAPPED CARE CENTERS	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730
15 GOV'T & COMMUNITY RELATIONS	549,325	477,191	0	0	0
16 HEALTH	4,039,250	4,079,795	4,028,318	4,029,330	4,029,330
17 HOUSING AGENCY	659,251	552,403	571,261	598,693	498,977
18 INFORMATION & COMMUNICATION TECHNOLOGY	0	0	0	3,927,717	3,927,717
21 SHERIFF'S OFFICE	61,011,099	62,601,104	62,637,663	67,370,596	67,370,596
22 EMERGENCY SERVICES	18,469,633	17,723,269	18,349,863	18,964,301	19,039,301
26 INSPECTIONS, LICENSES & PERMITS	4,054,862	3,716,431	3,782,851	4,071,317	4,071,317
30 PUBLIC WORKS	3,947,222	3,395,740	2,721,481	2,541,596	2,541,596
40 COUNTY COUNCIL	2,085,004	1,997,664	2,169,069	2,537,353	2,537,353
41 JUDICIAL	2,747,386	2,666,892	2,727,483	2,969,845	2,969,845
43 STATE'S ATTORNEY	5,289,310	5,235,026	5,265,988	5,737,871	5,737,871
48 ELECTIONS	1,446,522	857,914	2,376,121	1,689,125	1,689,125
54 BOARD OF EDUCATION	206,978,734	210,414,800	214,061,789	214,291,627	214,291,627
56 HARFORD COMMUNITY COLLEGE	15,939,806	15,939,806	14,961,612	14,961,612	14,961,612
57 MARYLAND SCHOOL FOR THE BLIND	36,720	64,512	71,250	71,250	71,250
58 LIBRARIES	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147
59 PARKS & RECREATION	9,462,651	9,034,352	9,166,709	9,492,032	9,492,032
63 CONSERVATION OF NATURAL RESOURCES	494,300	451,757	663,206	600,581	600,581
65 ECONOMIC DEVELOPMENT	2,453,200	2,191,763	2,100,881	2,241,700	2,241,700
66 DEBT SERVICE	51,880,180	61,740,769	45,234,377	50,538,252	50,538,252
67 INSURANCE	941,873	0	0	0	0
68 BENEFITS	9,233,394	4,121,830	4,454,471	6,260,950	6,260,950
70 MISCELLANEOUS	15,936,747	8,071,670	6,881,575	14,074,809	14,374,809
90 RESERVE FOR CONTINGENCIES	0	0	100,000	100,000	100,000
GRAND TOTAL	472,731,916	469,976,765	454,504,275	476,064,692	476,439,692

GENERAL FUND

FUND SUMMARY:

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY REVENUE SOURCE:</u>					
PROPERTY TAXES	232,800,777	250,377,620	253,644,151	254,087,411	252,687,411
INCOME TAXES	161,364,855	154,181,039	149,590,396	161,600,000	161,600,000
LICENSES & PERMITS	2,740,270	3,146,182	2,940,700	2,993,200	2,993,200
INTERGOVERNMENTAL	2,420,711	1,567,504	1,297,000	2,557,591	2,557,591
SERVICE CHARGES	4,257,715	2,112,706	4,070,175	1,941,800	1,941,800
FINES & FORFEITURES	98,554	108,441	105,000	93,500	93,500
INVESTMENT INCOME	3,204,148	526,446	3,191,501	642,178	642,178
MISCELLANEOUS REVENUES	35,815,622	46,416,262	6,581,000	10,090,662	10,090,662
RECORDATION/TRANSFER TAX	7,734,504	3,975,000	24,015,578	12,829,734	12,829,734
INTRA-COUNTY TRANSFERS	16,593,044	19,193,489	5,568,774	8,484,954	8,484,954
FUND BALANCE APPROPRIATION	<u>0</u>	<u>0</u>	<u>3,500,000</u>	<u>20,743,662</u>	<u>22,518,662</u>
GRAND TOTAL	<u>467,030,200</u>	<u>481,604,689</u>	<u>454,504,275</u>	<u>476,064,692</u>	<u>476,439,692</u>

GENERAL FUND

FINANCIAL NOTES:

FY 12 Approved Budget	\$476,439,692
FY 11 Approved Budget	\$454,504,275
\$ increase	\$21,935,417
% increase	4.83%

The \$21,935,417 projected increase in General Fund Revenues results from:

	FY 11	FY 12	CHANGE			
o	253,644,151	252,687,411	(956,740)	<u>PROPERTY TAXES</u>		
				FY 12 Approved Budget	\$252,687,411	53.04% of the FY 12 General Fund
				FY 11 Approved Budget	\$253,644,151	55.81% of the FY 11 General Fund
				\$ decline	(\$956,740)	
				% decline	-0.38%	

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 Homestead Tax Credit assists homeowners dealing with large assessment increases on their principal residence. The credit limits the increase in taxable assessments each year to a fixed percentage. Every county and municipality in Maryland is required to limit its taxable assessment increase to 10% or less each year. Harford County's limit is capped at 5% beginning July 1, 2010. This means the homeowner pays no property tax at a market value increase which is above the 5% limit.

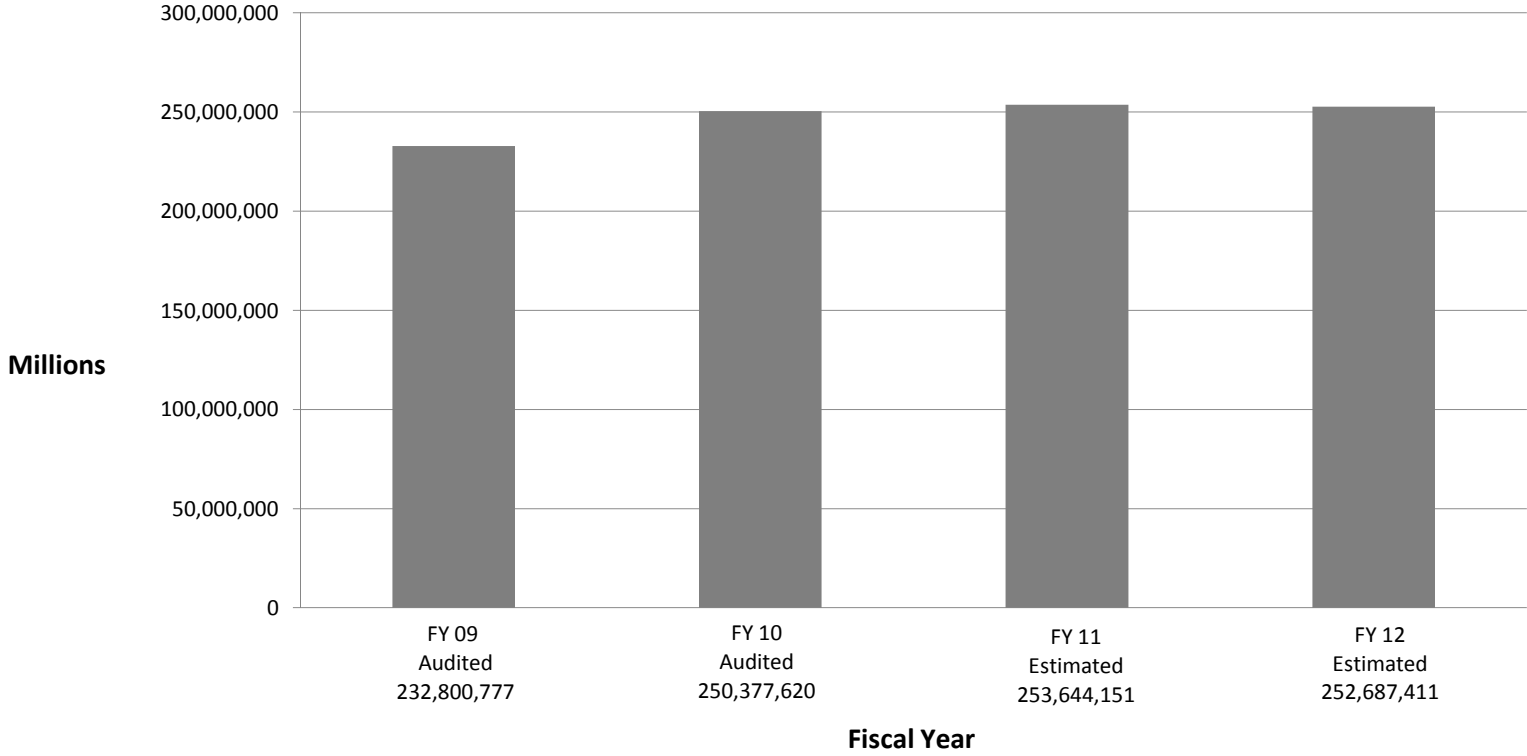
We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, the upcoming and the second year following tax years. The second 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 complete a trend analysis.

The reduction in property tax revenue for FY 12 is primarily due to 14.3% decrease in the reassessment of one-third of our property owners in the greater Bel Air area. Statewide, this is the largest decrease in real estate values for residential properties in the history of Maryland Department of Assessments and Taxation.

GENERAL FUND

FINANCIAL NOTES:

PROPERTY TAX TREND



GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	149,590,396	161,600,000	12,009,604	<u>INCOME TAXES</u>
				FY 12 Approved Budget
				\$161,600,000
				33.92% of the FY 12 General Fund
				FY 11 Approved Budget
				\$149,590,396
				32.91% of the FY 11 General Fund
				\$ growth
				\$12,009,604
				% growth
				8.03%

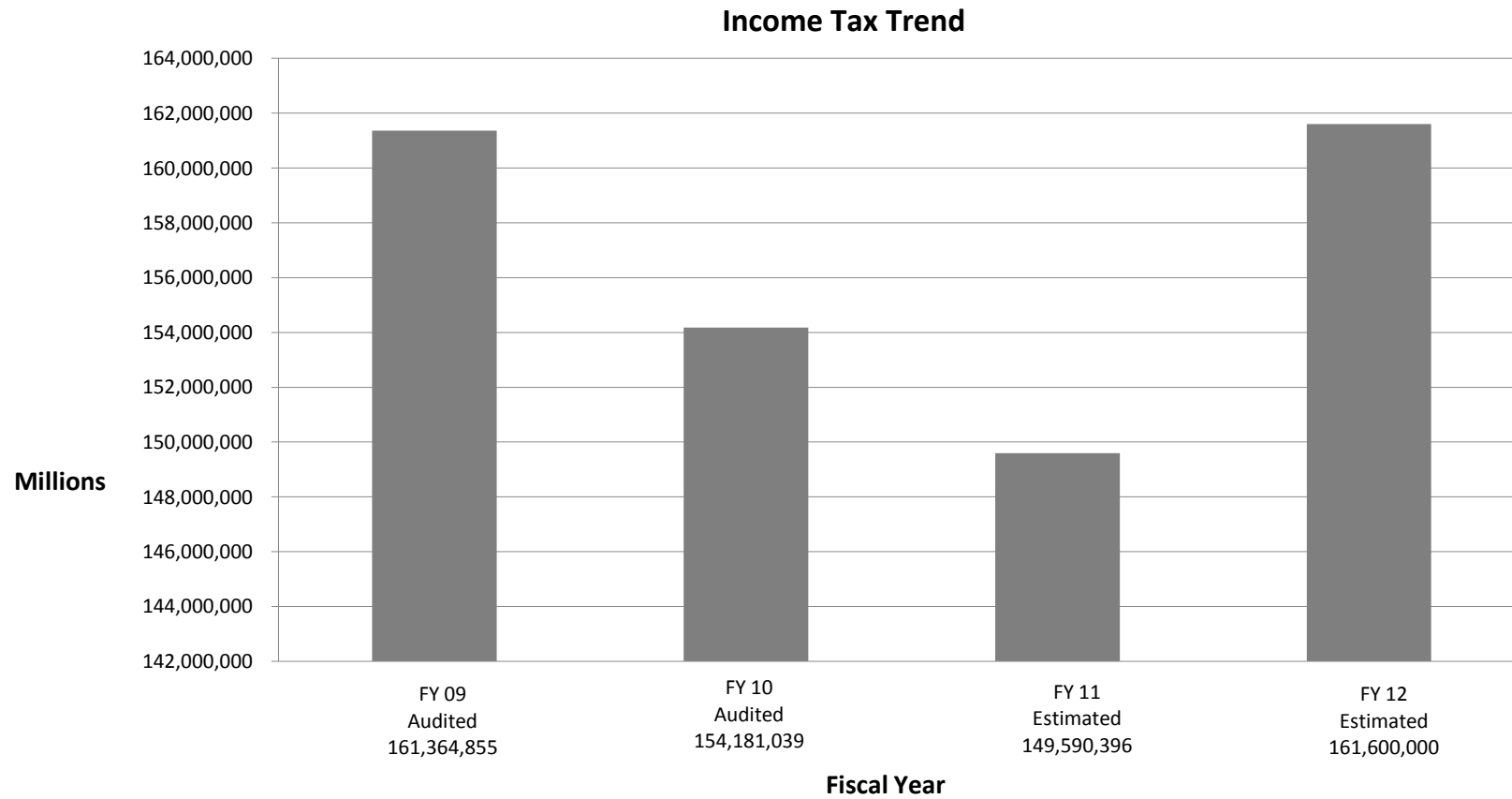
Each jurisdiction in Maryland is required to set a local Income Tax rate to be applied to the net taxable personal income on an annual basis. Harford County's rate is 3.06% which was established in calendar year 2001. The State of Maryland collects all Income Taxes and distributes to each local subdivision 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. These receipts have been declining for most of FY 08, FY 09, and FY 10 but they have rebounded in FY 11. Fiscal Year 12 estimates are based on FY 11 actual amounts with a small percentage increase.

The increase in quarterly revenues is largely due to an increase in the tax base resulting from the Base Realignment and Closure (BRAC) activities at Aberdeen Proving Ground, as well as a lower unemployment percentage for FY 11.

GENERAL FUND

FINANCIAL NOTES:



GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE			
o	51,269,728	62,152,281	10,882,553	<u>OTHER REVENUES</u>		
				FY 12 Approved Budget	\$62,152,281	13.05% of the FY 12 General Fund
				FY 11 Approved Budget	\$51,269,728	11.28% of the FY 11 General Fund
				\$ growth	\$10,882,553	
				% growth	21.23%	

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

<u>Impact Fee</u>	FY 11	FY 12	Change
	3,500,000	3,500,000	0

The Maryland General Assembly adopted House Bill 965, Harford County School Construction Financing in 2004. The bill states, "In general. - The County Council of Harford County, by ordinance, may fix, impose, and provide for the collection of a development impact fee not to exceed \$10,000 for new construction or development. . . Use of revenues. - The revenues from the special fund may be used only for: (1) school site acquisition; (2) school construction; (3) school renovation; (4) school debt reduction; or (5) school capital expenses."

The impact fee is collected at the time application for a building permit is made. We estimate no increase from the prior fiscal year.

<u>Investment Income</u>	FY 11	FY 12	Change
	3,191,501	642,178	(2,549,323)

Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 12 a projected decrease is anticipated, based on actual investment earnings in FY 11.

<u>Fund Balance Appropriated</u>	FY 11	FY 12	Change
	3,500,000	22,518,662	19,018,662

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.

GENERAL FUND

FINANCIAL NOTES:

<u>PSDS Recordation / Transfer Taxes</u>	FY 11	FY 12	Change
	24,015,578	12,829,734	(11,185,844)

FY 11 includes a one-time amount of prior year revenue totaling \$14,440,000. Removing the one-time infusion of prior year revenue results in current FY 11 collections of \$9,575,578. FY 12 estimates reflect growth of \$3,254,156 which is in line with FY 11's actual amount.

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 of School Debt Service.

<u>General Fund Support to Solid Waste Services</u>	FY 11	FY 12	Change
	(3,362,586)	(700,645)	2,661,941

Most solid waste management activities are mandated by Federal and State regulations, yet avenues for imposing fees are limited by law and the market place. For FY 11 this resulted in the need of support with General Fund revenues amounting to \$3,362,586. For FY 12 the anticipated increase in tipping fee revenue requires a smaller General Fund contribution of \$700,645. This drop in the General Fund support is the result of an increase in the Solid Waste Hauler fees mandated by Harford County Bill No 10-38.

It should be noted that while Budget Policy defines Solid Waste Services as an individual account, for management purposes, the County's financial statements consider it part of the General Fund.

<u>Accrued Payroll - 27th pay</u>	FY 11	FY 12	Change
	0	3,374,662	3,374,662

FY 12 has 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was FY 00. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years.

<u>All "Other" Revenues combined</u>	FY 11	FY 12	Change
	20,425,235	19,987,690	(437,545)

These include: Licenses and Permit sales, State Shared Revenues, Interest Income, etc.

GENERAL FUND

FINANCIAL NOTES:

The \$21,935,417 net increase in the General Fund is the result of:

FY 11	FY 12	CHANGE						
o	390,969	390,969	4.00	Net Full-Time positions abolished and created for FY 12:				
				FULL TIME POSITIONS	# of Positions	Salary	Fringe	Total
				COUNTY EXECUTIVE				
				CONSTITUENT SERVICES				
				Administrative Specialist I	(1.00)	(48,900)	(23,716)	(72,616)
				ADMINISTRATION				
				FACILITIES & OPERATIONS				
				Custodial Worker II	1.00	29,088	25,037	54,125
				CENTRAL SERVICES				
				Mail Room Clerk-Messenger	1.00	38,703	20,730	59,433
				BUDGET & MANAGEMENT RESEARCH				
				Budget Analyst	(1.00)	(55,000)	(24,841)	(79,841)
				PROCUREMENT				
				PROPERTY MANAGEMENT				
				Procurement Agent II (Unfunded)	(1.00)	0	0	0
				TREASURY				
				OFFICE OF THE TREASURER				
				Administrative Secretary III (Unfunded)	(1.00)	0	0	0
				PLANNING & ZONING				
				COMPREHENSIVE PLANNING				
				Planner I	(1.00)	(45,000)	(24,076)	(69,076)
				COMMUNITY SERVICES				
				OFFICE ON AGING				
				Senior Center Specialist	1.00	55,959	26,301	82,260
				HOUSING				
				Housing Services Counselor	(1.00)	0	0	0
				EMERGENCY SERVICES				
				ADMINISTRATION				
				Administrative Assistant I (Unfunded)	(1.00)	0	0	0
				COUNTY COUNCIL				
				OFFICE OF COUNTY AUDITOR				
				Auditor I (Unfunded)	1.00	0	0	0
				Administrative Specialist I	1.00	58,000	30,353	88,353

GENERAL FUND

FINANCIAL NOTES:

FY 11 FY 12 CHANGE

Net Full-Time positions abolished and created for FY 12 cont'd:

	# of Positions	Salary	Fringe	Total
STATE'S ATTORNEY				
STATE'S ATTORNEY'S OFFICE				
Assistant State's Attorney I	1.00	52,800	12,348	65,148
PARKS & RECREATION				
PARKS & FACILITIES				
Custodial Worker II	1.00	26,660	12,229	38,889
ECONOMIC DEVELOPMENT				
OFFICE OF ECONOMIC DEVELOPMENT				
Economic Development Associate	2.00	77,983	43,566	121,549
Administrator	1.00	47,372	17,305	64,677
Administrative Assistant I	1.00	24,000	14,068	38,068
NET FULL-TIME POSITIONS	4.00	261,665	129,304	390,969

o (118,462) (118,462) (2.10) Net Part-Time positions being abolished and created for FY 12:

	# of Positions	Salary	Fringe	Total
PART TIME POSITIONS				
ADMINISTRATION				
FACILITIES & OPERATIONS				
Custodial Worker II	(1.00)	(29,088)	(20,802)	(49,890)
COMMUNITY SERVICES				
OFFICE ON AGING				
Senior Center Specialist	(0.60)	(26,340)	(20,993)	(47,333)
PARKS & RECREATION				
PARKS & FACILITIES				
Custodial Worker II	(0.50)	(13,330)	(7,909)	(21,239)
NET PART-TIME POSITIONS	(2.10)	(68,758)	(49,704)	(118,462)

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	480,630	480,630	(0.50)	Net Full-Time positions transferred between departments of the General Fund for FY 12:
				FULL TIME POSITIONS
				# of Positions
				Salary
				Fringe
				Total
				ADMINISTRATION
				DIRECTOR OF ADMINISTRATION
				Administrative Specialist II (1.00) (70,578) (27,354) (97,932)
				FACILITIES & OPERATIONS
				Administrative Assistant I (1.00) (33,100) (21,309) (54,409)
				Clerk Typist (1.00) (35,754) (21,595) (57,349)
				Planner III (1.00) (57,700) (25,277) (82,977)
				Chief of Security (1.00) (53,846) (23,065) (76,911)
				Special Police Officer I (10.00) (362,667) (195,818) (558,485)
				INFORMATION SYSTEMS ADMINISTRATION (ISA)
				Administrative Assistant I (1.00) (46,494) (17,572) (64,066)
				Telecommunication Engineer II (2.00) (99,316) (35,989) (135,305)
				Telecommunication Specialist I (1.00) (65,788) (18,026) (83,814)
				Web Administrator (1.00) (78,543) (28,639) (107,182)
				Web Designer (1.00) (57,430) (25,092) (82,522)
				Computer Operator (1.00) (37,142) (7,331) (44,473)
				Computer System Engineer I (1.00) (40,966) (12,157) (53,123)
				Computer System Engineer II (4.00) (192,028) (55,089) (247,117)
				Computer System Engineer III (2.00) (118,674) (36,452) (155,126)
				Chief, Information Systems (1.00) (95,000) (31,293) (126,293)
				Programmer Analyst I (6.00) (409,574) (122,395) (531,969)
				Programmer Analyst II (3.00) (275,837) (81,688) (357,525)
				Senior Computer Operator (1.00) (56,354) (21,986) (78,340)
				Administrator (1.00) (64,300) (26,201) (90,501)
				SUSTAINABILITY OFFICE
				Administrative Specialist I 1.00 43,031 26,553 69,584
				Management Assistant II 1.00 57,859 23,776 81,635
				Planner III 1.00 57,700 30,290 87,990
				RISK MANAGEMENT
				Chief of Security 1.00 53,846 27,008 80,854
				Special Police Officer I 10.00 362,667 227,979 590,646
				COMMUNITY SERVICES
				COMMUNITY DEVELOPMENT
				Planner I (1.00) (60,000) (12,782) (72,782)
				Housing Services Coordinator 1.00 70,306 29,410 99,716
				OFFICE ON AGING
				Planner I 1.00 60,000 7,328 67,328
				Administrative Specialist II 1.00 70,578 29,572 100,150

GENERAL FUND

FINANCIAL NOTES:

FY 11 FY 12 CHANGE

Net Full-Time positions transferred between departments of the General Fund for FY 12 cont'd:

	# of Positions	Salary	Fringe	Total
HOUSING				
Housing Services Coordinator	(1.00)	(70,306)	(24,236)	(94,542)
INFORMATION AND COMMUNICATION TECHNOLOGY				
Administrative Assistant I	1.00	46,494	27,535	74,029
Telecommunication Engineer II	2.00	99,316	42,123	141,439
Telecommunication Specialist I	1.00	65,788	21,398	87,186
Web Administrator	1.00	78,543	34,636	113,179
Web Designer	1.00	57,430	30,067	87,497
Computer Operator	1.00	37,142	9,083	46,225
Computer System Engineer I	1.00	40,966	15,775	56,741
Computer System Engineer II	4.00	192,028	69,985	262,013
Computer System Engineer III	2.00	118,674	51,718	170,392
Director of ICT	1.00	105,700	40,299	145,999
Programmer Analyst I	6.00	409,574	149,621	559,195
Programmer Analyst II	3.00	275,837	100,052	375,889
Senior Computer Operator	1.00	56,354	26,501	82,855
Business Applications Manager	1.00	81,000	34,982	115,982
COUNTY COUNCIL				
COUNCIL OFFICE				
County Auditor (Unfunded)	(1.00)	0	0	0
OFFICE OF COUNTY AUDITOR				
County Auditor	1.00	95,000	38,068	133,068
PARKS & RECREATION				
RECREATION SERVICES				
Recreation Specialist V	(0.50)	(45,752)	(19,768)	(65,520)
The Sheriff's Office transferred positions between divisions resulting in a net change in that department for various reasons: health benefit changes, an employee might be entitled to a time in grade promotion at the time of transfer, the position might be reclassified, etc.				
SHERIFF'S OFFICE	0.00	(128,520)	297,821	169,301
NET FULL TIME POSITIONS TRANSFERRED	(0.50)	(19,836)	500,466	480,630

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE				
o		257,961	257,961	Salary Adjustments based on the recommendations of the Department of Human Resources			
o		(157,660)	(157,660)	Staff Turnover (0.25%)			
o		(4,685)	(4,685)	Salary Offset - is the net result of Administration - unfunded one vacant Maintenance Mechanic II (\$39,900) and restored offset for FY 11 EECBG grant \$17,877; County Executive - restored FY 11 legislated salary increase for County Executive \$2,705; Treasury - unfunded four vacant positions (\$280,988); Sheriff's Office - restored 1/2 year salary offset for FY 11 \$168,086 for 7 positions and the net of the Sheriff's FY 11 legislative salary increase and his FY 12 legislative salary increase that he remitted to a grant \$1,234; Emergency Services - unfunded two vacant Public Safety Dispatcher positions (\$60,400); DILP - restored FY 11 offset for vacant Chief position now filled \$26,595; DPW - restored FY 11 offset for Engineering Associate III position charged to Bush Valley Landfill Trust Fund \$70,963; County Council - restored FY 11 legislated salary increase for Council that they remitted \$6,613; Judicial - restored FY 11 offsets for Law Clerk position salary paid by grant, vacant Jury Commissioner position, and vacant Community Work Service Counselor position \$59,000; State's Attorney - restored FY 11 grant offsets and salary offset based on actual hours worked \$76,008; Parks & Recreation - vacant Maintenance Worker position unfunded in FY 12 (\$30,200); Soil Conservation - net of unfunded position in FY 11 which has been down-graded and funded in FY 12 for 1/2 year \$5,050 and Planning & Zoning (\$27,328) due to additional grant funds to offset salaries.			
o	2,285,939	2,324,862	38,923	Temporary Salaries decreased mainly the result of:			
			Community Services	(6,001) reduced based on actual expense history and department's request			
			Sheriff's Office	130,748 increase based on actual expense history			
			Emergency Services	4,787 Administrative Assistant funding eliminated due to state of the economy			
			Parks & Recreation	(14,475) decrease due to the state of the economy			
			Elections	(76,136) decrease due to only one major election in FY 12			
				38,923			
o	12,635,864	14,167,296	1,531,432	Health Benefit Cost:			
			FY 11	FY 12	Change		
			12,488,564	14,022,396	1,533,832	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage	
			147,300	144,900	(2,400)	Supplemental Benefits	
			12,635,864	14,167,296	1,531,432	Total Change in Health Benefits Costs	
o	4,232,839	4,228,119	(4,720)	Overtime and Shift Differential adjusted based on actual expense history			
o	11,877,586	15,543,875	3,666,289	Pension/Retirement rate adjustments	FY 11	FY 12	Change
			State Retirement System	26,258	33,817	7,559	
			State Pension System	3,176,687	4,872,772	1,696,085	
			Temporary Pension	146,183	233,886	87,703	
			Volunteer Fire's Length of Service Awards Program (LOSAP)	1,670,207	2,026,627	356,420	
			Sheriff's Office Pension System	2,156,001	2,352,574	196,573	
			LEOPS - Sheriff	4,702,250	6,024,199	1,321,949	
			Total Pension/Retirement Adjustments	11,877,586	15,543,875	3,666,289	

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	1,414,342	1,578,249	163,907 Workers' Compensation rate adjustments based on actuarial assessment
o	5,486,529	5,477,052	(9,477) FICA decrease due to adjustments for salary, overtime, shift differential, etc.
o	447,000	413,741	(33,259) Special Pays - decrease based on anticipated retirements and actual expense history
o		3,374,662	3,374,662 Additional funds provided for a 27th pay which will occur in FY 12
o	2,806,619	2,934,389	127,770 Space and Real Estate Rentals - increase based on projected lease costs as well as \$12,000 included for a new office lease for County Auditor
o	2,648,485	2,070,445	(578,040) Other Professional Services funds decreased as a net result of: (404,986) Administration - (\$405,000) transferred to the newly created department of Information and Communication Tech 50,000 County Executive - funds from abolished position transferred and used to outsource constituent services (35,000) Procurement - eliminated outsourcing of property and right of way acquisition (1,485) Treasury - decreased based on actual expense history 371,600 Information and Communication Technology - funds transferred to ICT from Administration to support the following - Granicus and other contractual services for research and development of new systems 400 Sheriff's Office - increased based on actual expense history for technical consultant 920 Emergency Operations - increased based on actual expense history (3,323) Community Services - decrease result of grant to support a portion of Bowman System HMIS contract 5,000 Planning & Zoning - funds reallocated to P&Z from Administration for cell tower reviews 3,700 Inspections, Licenses and Permits - funds provide for razing and securing abandoned properties increased based on the state of the economy (436,280) DPW - Recycling (\$461,000) due to elimination of contract to transport/process recyclables as a result of single stream, reduced contract for blue bags (\$23,280), new contracts for hazardous waste events and e-cycling \$35,000, and increase MES waste oil contract \$5,000 and \$8,000 for increased work at Spencer's rubble landfill (8,533) County Council - funds reallocated to other line items per the County Council's request (24,570) Judicial - decrease based on actual expense history and due to state of the economy (1,920) Elections - decrease due to only one major election in FY 12 (596) Parks & Recreation - decrease based on actuals (49,200) Natural Resources - funds eliminated due to the District Manager is now paid by Harford County Government and no stipend is required (43,767) Economic Development - reductions due to state of the economy (578,040)
o	2,207,032	2,298,265	91,233 Electricity - adjusted based on actual expense history
o	1,084,395	252,666	(831,729) Water & Sewer - decrease mainly result of one-time funds provided in FY 11 of (\$850,000) for Parks and Recreation share of Bear Cabin Branch Regional Sewer Pump Station Policy for the parcel formerly known as the Graybeal Property; Administration (\$2,000) and Procurement (\$300) decrease based on actual expense history for county owned and lease facility water and sewer; offset by an increase for the expanded Detention Center \$20,571

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	362,595	397,625	35,030	Heating Fuel (Gas) - decrease in Administration (\$10,000); Procurement (\$500); Community Services (\$500); Emergency Operations (\$1,500); offset by an increase in the Sheriff's Office for the expansion of the Detention Center \$47,530
o	84,000	65,700	(18,300)	Heating Fuel (Oil) - decrease based on actual expense history for Administration (\$21,000) and Emergency Operations (\$300) offset slightly by an increase in Parks and Recreation \$3,000
o	2,623,804	3,674,366	1,050,562	Retirees Insurance - funds are provided for the County's share of retiree's health and dental insurance. To differentiate Retiree's health benefit costs from current employee's Other Post Employment Benefits (OPEB) liability, we have appropriated funds separately from any OPEB funding. The costs for Retirees Insurance increased this year based on actuarial assessment.
o	3,259,873	3,374,802	114,929	Medical Services - anticipated increase in Detention Center medical contract \$128,479; Judicial decreases (\$2,400) and Human Resources (\$10,000) due to state of the economy
o	341,513	313,300	(28,213)	County Facility Repair & Renovation - Facilities and Operations funds to provide for contractual services for necessary repairs and renovations were reduced in Administration (\$30,000); Procurement (\$200); Sheriff's Office (\$1,250); DPW \$3,000; Parks and Recreation (\$2,263) and Emergency Operations \$2,500 all due to actual expense history and state of the economy.
o	813,709	125,045	(688,664)	Management Services - decrease mainly the result of Elections due to the County's share for implementation of Statewide Voting System not included in State Budget for FY 12 (\$668,164); reduction of (\$15,000) in Treasury based on actual expense history for CORE, FAMIS, and CYBORG services; a decrease in testing facilities for hazardous materials in Administration based on actual expenses (\$7,500) and an increase of \$2,000 in Human Resources for benefit and CYBORG consultants based on actuals.
o	365,881	350,497	(15,384)	Office Equipment - funds appropriated for copier leases decreased based on actual expense history
o	1,362,145	1,512,606	150,461	Communication Service - increase mainly due to Emergency Operations maintenance contracts costs @ \$155,607, offset by decreases in Sheriff's Office (\$4,546); Community Services (\$500) and Inspections Licenses and Permits (\$100) based on service maintenance contracts
o	1,430,801	1,329,373	(101,428)	Data Hardware and Software Maintenance - decrease based on actual expense history for annual file server, router and switch, and maintenance contracts as well as the costs for yearly software licenses
o	1,488,054	1,639,434	151,380	Telephone Service - increase mainly due to new E-Tix program in the Sheriff's Office \$103,393 for aircards, Emergency Operations \$45,917 based on actual expense history and \$2,000 included for the new County Council - Office of County Auditor
o	152,735	81,767	(70,968)	Internet Line Services - Information and Communication Technology decrease (\$71,000) for QWEST Internet Service based on actual expenses
o	0	2,247,814	2,247,814	Emergency Medical Services - funds were transferred to this new line item from the Volunteer Fire Companies (Grants/Contributions) for the EMS Foundation to the Emergency Operations budget to strictly provide for Emergency Medical Services per Council Amendments #5 and #6.
o	490,464	351,235	(139,229)	Election Officials - decrease due to only one major election in FY 12

GENERAL FUND	

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
O	1,184,376	1,255,981	71,605	The following contractual services line items are adjusted based on actual expense history:
				FY 11 FY 12 Change
				360,951 319,851 (41,100) Legal Services
				177,900 229,000 51,100 Grounds Maintenance
				339,710 428,576 88,866 Building/Custodial Services
				183,272 194,809 11,537 Security Systems
				<u>122,543 83,745 (38,798) Other</u>
				<u><u>1,184,376 1,255,981 71,605</u></u>
O	1,143,944	1,185,924	41,980	Meals Special Purpose - increase in the Sheriff's Office of \$42,330 based on anticipated contract for inmate meals at the Detention Center; Judicial \$150 and Parks and Recreation (\$500) based on actual expense history
O	269,585	234,505	(35,080)	Printing Commercial - decrease result of Administration (\$3,350); Treasury (\$2,000); Law (\$320); Planning & Zoning (\$1,600); Human Resources (\$200); Community Services (\$825); Housing (\$2,700); Sheriff's Office (\$6,000); Emergency Operations (\$1,200); DILP (\$1,260); Judicial (\$1,400) State's Attorney's Office (\$750); Elections (\$17,575); Parks & Recreation (\$500) and Economic Development (\$1,000) all adjusted based on actual expenses and state of the economy. Public Works increased \$5,000 to print material for school presentations regarding single stream recycling and the County Council added \$500 for the new Office of the County Auditor.
O	540,318	515,752	(24,566)	General Office Mailing - decrease is result of Administration (\$8,352); Treasury (\$100); Law (\$400); Planning & Zoning (\$1,825); Human Resources (\$1,000); Community Services (\$500); Housing (\$1,500); Emergency Operations (\$200); DILP (\$350); State's Attorney (\$100); Elections (\$8,300); Parks & Recreation (\$1,200); and Economic Development (\$1,100) based on actual expense history and the state of the economy. The County Council added \$100 for the new Office of the County Auditor
O	62,450	367,100	304,650	Computer Software - Information and Communication Technology increased \$63,300 based on actual expense history and Elections increased \$241,650 for the county's share of the state-wide voter registration system software
O	7,350	36,414	29,064	Paint - increase is for the Sheriff's Office to paint certain portions of the jail after expansion is complete, and funds for the inmates to paint the "old" jail
O	197,840	227,346	29,506	Other Materials and Supplies - increase mainly result of funds for the inmate welfare fund for items such as linens, mattresses, etc.
O	48,300	106,750	58,450	Computer Supplies - increase is mainly result of more funds required for Information and Communication Technology based on actual expense history

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	1,394,728	1,348,740	(45,988) The following materials and supplies line items are adjusted based on actual expense history:
	FY 11	FY 12	Change
	299,212	287,992	(11,220) General Office Supplies
	57,750	53,510	(4,240) Duplicating Machine Supplies
	156,120	149,253	(6,867) Janitorial Supplies & Equipment
	271,564	255,964	(15,600) Uniforms - Purchase
	183,250	177,000	(6,250) Equipment Repair Parts
	138,190	126,500	(11,690) Landscape & Ground Material
	128,025	139,825	11,800 Building Supplies
	26,740	34,160	7,420 Recreation Supplies
	133,877	124,536	(9,341) Weapons & Ammunition
	<u>1,394,728</u>	<u>1,348,740</u>	<u>(45,988)</u>
o	1,399,921	1,445,098	45,177 Fuel Charges - increase based on actual expense history
o	68,613	66,208	(2,405) Mileage - decrease based on actual expense history and the state of the economy
o	1,360,220	1,368,195	7,975 Vehicle Maintenance - funding decrease based on actual expense history
o	600,303	542,514	(57,789) The following business and travel line items are reduced due to the state of the economy and actual expense history:
	FY 11	FY 12	Change
	11,000	7,000	(4,000) Vehicle /Equipment Parts/Supplies
	14,989	13,619	(1,370) Parking and Tolls
	33,925	33,050	(875) Transportation Costs
	52,186	50,130	(2,056) Meals
	68,045	66,895	(1,150) Lodging
	88,495	82,645	(5,850) Professional Books and Periodicals
	87,853	86,536	(1,317) Membership Fees & Dues
	85,665	71,874	(13,791) In-House Training
	158,145	130,765	(27,380) Training Seminars & Courses
	<u>600,303</u>	<u>542,514</u>	<u>(57,789)</u>

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	50,300	482,881	432,581	Equipment - increases to provide for the following:
				119,000 Inmate Welfare fund
				17,000 Replacement Pumps for Scarboro Remediation and Post Closure
				15,348 Furniture/Equipment for new County Council - Office of County Auditor
				8,533 Audio Visual Supplies for Harford Cable Network
				300,000 Printers for vehicles for Sheriff's Office new E-Tix program
				20,000 Replacement Plotter for Planning & Zoning
				3,000 Emergency Sirens for Emergency Operations
				<u>482,881</u>
o	1,162,176	0	(1,162,176)	Fleet Management Rentals - for FY 12 funds to rent vehicles are eliminated due to a new program to purchase vehicles through the capital budget
o	41,638,571	46,088,873	4,450,302	Principal and Interest Payments on existing debt, and new debt to be issued in accordance with the Approved FY 12 Capital Budget:
				FY 11 FY 12 Change
				Principal 25,239,063 27,007,265 1,768,202
				Interest 16,399,508 19,081,608 2,682,100
				<u>41,638,571</u> <u>46,088,873</u> <u>4,450,302</u>
o	3,017,906	3,779,379	761,473	Principal and Interest payments on prior Lease Finance projects:
				FY 11 FY 12 Change
				2007 County Lease
				Principal 1,443,878 2,198,080 754,202
				Interest 97,327 104,598 7,271
				<u>1,541,205</u> <u>2,302,678</u> <u>761,473</u>
				2007 School Lease
				Principal 1,310,888 1,360,707 49,819
				Interest 88,362 38,543 (49,819)
				<u>1,399,250</u> <u>1,399,250</u> <u>0</u>
				2007 College Lease
				Principal 72,560 75,317 2,757
				Interest 4,891 2,134 (2,757)
				<u>77,451</u> <u>77,451</u> <u>0</u>
				Total All Leases
				Principal 2,827,326 3,634,104 806,778
				Interest 190,580 145,275 (45,305)
				<u>3,017,906</u> <u>3,779,379</u> <u>761,473</u>

GENERAL FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE						
o	272,072,277	277,915,803	5,843,526	Miscellaneous			FY 11	FY 12	Change
				County Executive	Community Grants for cultural organizations, crime prevention and school beautification reduced in FY 12 due to state of the economy		402,194	368,694	(33,500)
				Board of Education	increase in appropriation in FY 12 includes \$500,000 to support the cost of opening the new Red Pump Road Elementary School and \$343,082 to support the Ag Magnet Program at North Harford High School and the International Baccalaureate Program at Edgewood High School offset by the reduction for Maintenance of Effort due to lower enrollment of (\$613,244)		214,061,789	214,291,627	229,838
				Harford Community College	no increase in Harford Community College funding for FY 12 due to state of the economy		14,961,612	14,961,612	0
				Libraries	no increase in Libraries funding for FY 12 due to state of the economy		15,512,147	15,512,147	0
				Maryland School for the Blind	State law mandating County's share of tuition		71,250	71,250	0
				Harford Center	no increase in appropriation for FY 12 due to the state of the economy		553,036	553,036	0
				ARC Northern Chesapeake	no increase in appropriation for FY 12 due to the state of the economy		1,745,694	1,745,694	0
				Humane Society	no increase in appropriation for FY 12 due to the state of the economy		450,000	450,000	0

GENERAL FUND

FINANCIAL NOTES:

			FY 11	FY 12	Change
Volunteer Fire Companies	decrease is the result of reallocation of funds provided for the EMS Foundation to Emergency Operations-Administration for medical services use only		8,632,456	6,384,642	(2,247,814)
Health	no increase in appropriation for FY 12 due to the state of the economy		4,002,007	4,002,007	0
Elections	reduction in payments to the Maryland State Board for employee salaries and benefits, funds decrease due to only one major elections in FY 12		609,910	599,600	(10,310)
Pro Rata Shares	General funded Public Works activities' share of the Public Works Director's Office Budget decrease due to state of the economy		10,877	10,798	(79)
Paygo	per the Approved FY 12 Capital Budget		3,310,437	9,688,918	6,378,481
Appropriation to Towns	Police Aid pass thru to municipalities		2,610,450	2,975,203	364,753
Appropriation to State	funds are appropriated to the State administrative costs for the County's Homeowners Tax Credit @ \$40,000 and an additional \$1,600,000 is included for the County's share of the Harford County State Department of Assessment and Taxation		40,000	1,640,000	1,600,000
Various	Includes: a contingency reserve; mandated reserves; and numerous grants and contributions		5,098,418	4,660,575	(437,843)
			<u>272,072,277</u>	<u>277,915,803</u>	<u>5,843,526</u>

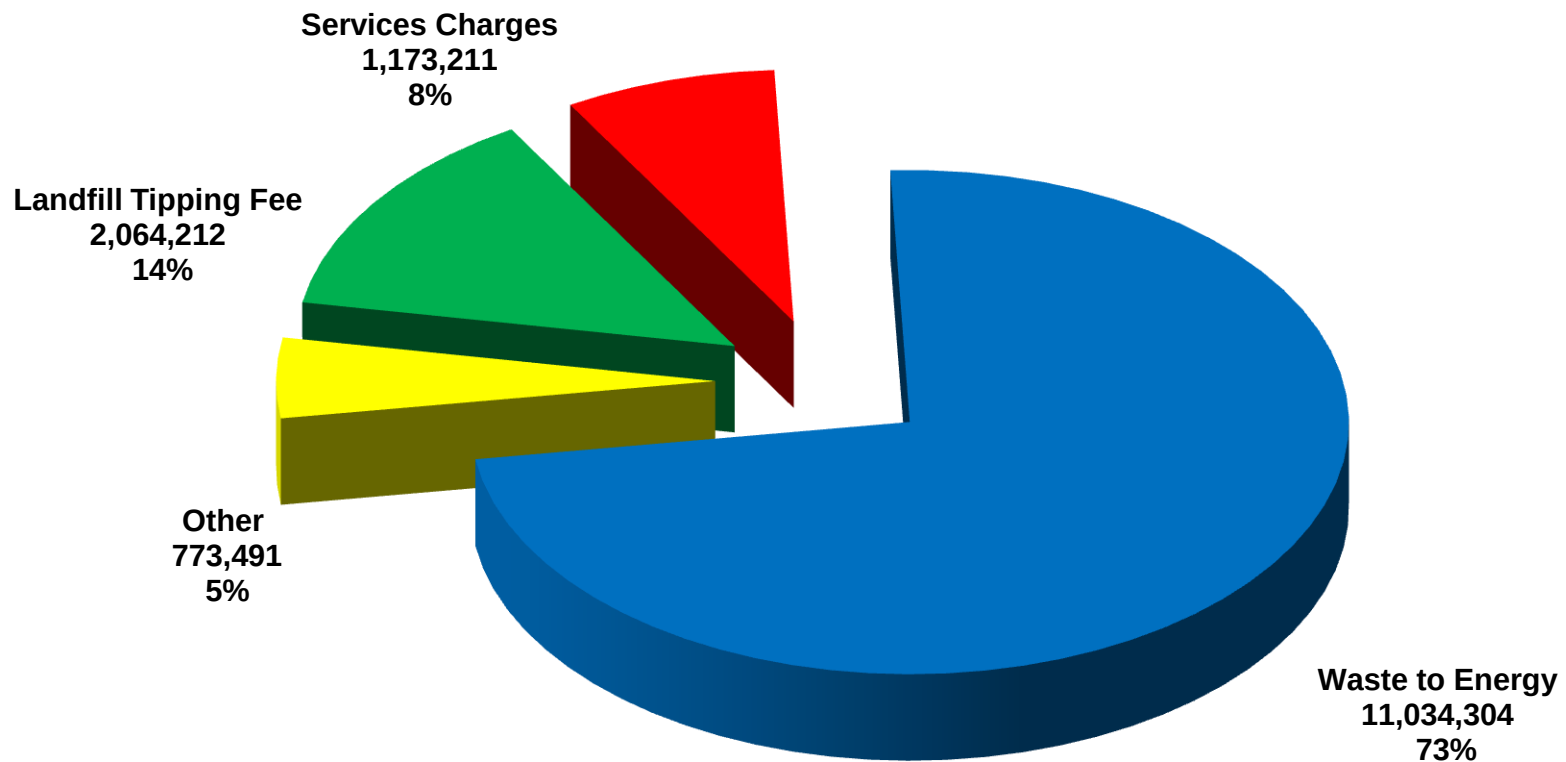
SOLID WASTE SERVICES

FY 12 APPROVED SOLID WASTE SERVICES REVENUE BREAKDOWN

LANDFILL TIPPING FEE	14%	2,064,212	SERVICE CHARGES:	8%	1,173,211
			Charges for Service	1,167,211	
			Licenses & Permits	6,000	
WASTE TO ENERGY	73%	11,034,304	OTHER:	5%	773,491
			Support from General Fund	700,645	
			Investment Income	600	
			27th Pay Accrual	72,246	

TOTAL SOLID WASTE SERVICES REVENUES	15,045,218

**SOLID WASTE SERVICES
REVENUES
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$15,045,218**



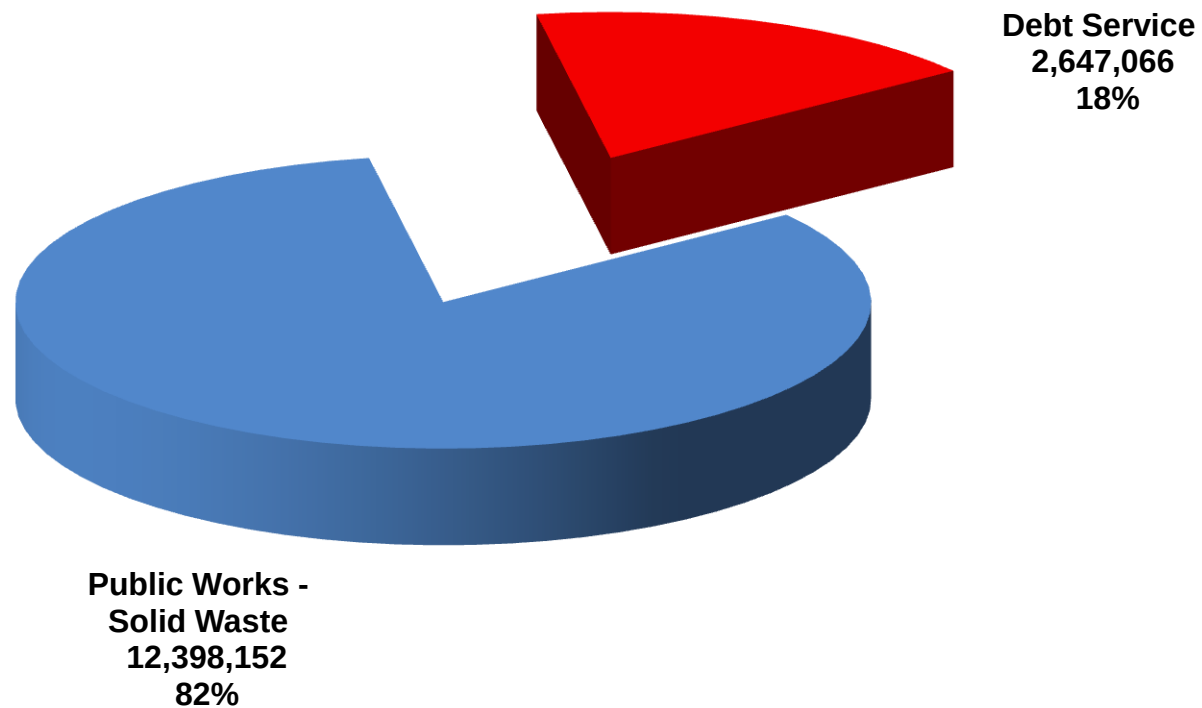
FY 12 APPROVED SOLID WASTE SERVICES APPROPRIATIONS BREAKDOWN

PUBLIC WORKS:	82%	12,398,152	DEBT SERVICE	18%	2,647,066
Bureau of Solid Waste Management	3,676,836				
Waste to Energy	8,721,316				

TOTAL SOLID WASTE SERVICES APPROPRIATIONS

15,045,218

**SOLID WASTE SERVICES
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$15,045,218**



SOLID WASTE SERVICES

ORIGIN/PURPOSE:

The Solid Waste Services account records direct revenues and expenses pertaining to the County's management of the disposal of solid waste. Chapter 109, of the Harford County Code, Environmental Control, establishes the County's official Solid Waste Management Plan. The Charter also authorizes the establishment of fees for service.

The Department of Public Works, Environmental Services Division manages the Harford Waste Disposal Center (HWDC), also known as the Scarboro Landfill. Personnel and the ancillary expenses needed for the site are funded with revenues from the Solid Waste Services account.

The Northeast Maryland Waste Disposal Authority, under its revenue bond financing authority, developed the Harford Waste-to-Energy Facility to process most of the County's solid waste. Through a contractual arrangement with the facility, more than 110,000 tons per year of the County's waste is burned to produce energy which is purchased by Aberdeen Proving Ground. This contract covers the operation and maintenance of the plant as well as its repair, insurance, management fee, ash transportation, the Northeast Maryland Waste Disposal Authority's fee, and a site lease to Aberdeen Proving Ground. Contract expense is funded with Solid Waste Services revenue.

When the original owner of the plant offered the facility for sale, the County contracted with the Northeast Maryland Waste Disposal Authority to make the purchase on our behalf. Under the terms of the contract, the Northeast Maryland Waste Disposal Authority issued bonds. The County will pay the lease purchase debt service and own the plant at the end of the term of the bonds for a purchase price of \$1 due in 2016. The Authority will also issue bonds for a retrofit of the facility, and the County will again pay the debt service. This purchase and renovation ensures the County the ability to manage the disposal of solid waste well into the future, to comply with Federal and State environmental regulations, and not be subjected to the rising cost associated with securing privately owned disposal services. These debt expenses will also be funded with Solid Waste Services revenue.

The Charter establishes the County's authority to set and collect fees and other revenue to support solid waste management. Chapter 157 Licenses and Permits delineates a number of Tipping Fees for waste brought to the landfill by either commercial haulers or private citizens. There are revenues from the disposal of tires, batteries, scrap metal, and other items; plus fees for mulch and compost produced by recycling yard waste. The Waste-to-Energy Plant also has a tipping fee and fees for burning permitted or recovered materials, plus fees for tire disposal. The plant generates steam which is sold to the United States Army for Aberdeen Proving Ground. The County sells refuse licenses and imposes interest payments on invoices.

While these activities are mandated by Federal and State regulations, avenues for imposing fees are limited by law and the market place. This results in the need for support with General Fund revenues. It should be noted that while Budget Policy defines Solid Waste Services as an individual account for management purposes, the County's financial statements consider it part of the General Fund.

SOLID WASTE SERVICES

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	2,510,923	2,441,575	2,425,550	2,594,076	2,594,076
20	CONTRACTUAL SERVICES	8,208,439	8,528,673	9,811,294	9,424,976	9,424,976
30	SUPPLIES & MATERIALS	123,820	97,925	121,650	135,900	135,900
40	BUSINESS & TRAVEL	343,792	269,889	270,000	271,200	271,200
50	CAPITAL OUTLAY	41,197	20,903	0	22,000	22,000
60	DEBT SERVICE	2,708,015	2,671,816	2,654,616	2,597,066	2,597,066
80	INTERGOVERNMENTAL	46,531	131,232	131,124	0	0
	GRAND TOTAL	13,982,717	14,162,013	15,414,234	15,045,218	15,045,218
<u>SUMMARY BY DEPARTMENT:</u>						
30	PUBLIC WORKS	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152
66	DEBT SERVICE	2,708,015	2,671,816	2,729,616	2,647,066	2,647,066
	GRAND TOTAL	13,982,717	14,162,013	15,414,234	15,045,218	15,045,218
<u>SUMMARY BY REVENUE SOURCE:</u>						
	LICENSES & PERMITS	6,500	5,950	6,500	6,000	6,000
	MISCELLANEOUS SERVICE FEES	1,955,661	2,097,374	1,148,100	1,167,211	1,167,211
	MISCELLANEOUS REVENUES	0	0	0	72,246	72,246
	LANDFILL TIPPING FEE	444,627	183,960	2,170,358	2,064,212	2,064,212
	WASTE TO ENERGY PLANT	9,657,709	9,736,716	8,711,040	11,034,304	11,034,304
	INTEREST & DIVIDENDS	13,460	(3,504)	15,650	600	600
	INTRA-COUNTY	0	0	3,362,586	700,645	700,645
	GRAND TOTAL	12,077,957	12,020,496	15,414,234	15,045,218	15,045,218

SOLID WASTE SERVICES

FINANCIAL NOTES:

FY 12 Approved Budget	\$15,045,218
FY 11 Approved Budget	\$15,414,234
\$ decline	(\$369,016)
% decline	-2.39%

The (\$369,016) net decrease in Solid Waste Services revenue is projected to result from:

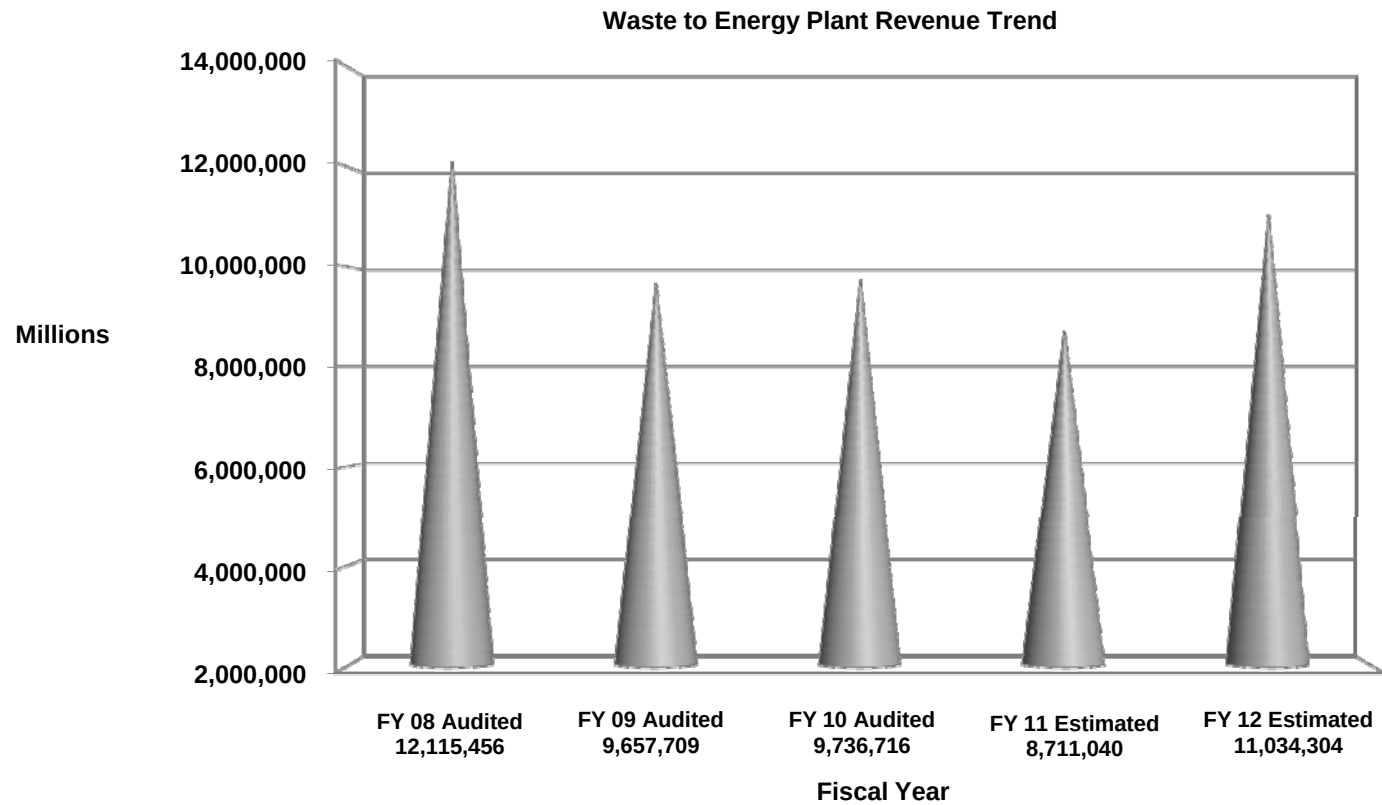
	FY 11	FY 12	CHANGE		FY 11	FY 12	Change
o	8,711,040	11,034,304	2,323,264	<u>Waste to Energy Plant Revenues</u> are generated from:			
				Solid Waste Disposal Fee	4,517,100	6,978,318	2,461,218
				Credit Town of Bel Air	(308,318)	(512,014)	(203,696)
				Steam Sales	3,532,258	3,500,000	(32,258)
				Recovered Materials	25,000	18,000	(7,000)
				Handling Permitted Material	495,000	600,000	105,000
				Tire Disposal	450,000	450,000	0
					<u>8,711,040</u>	<u>11,034,304</u>	<u>2,323,264</u>

Solid Waste Disposal Fee - Harford County passed legislation effective July 1, 2011, to increase Solid Waste Disposal fees. The fees have been increased to more closely match the costs associated with the disposal of solid wastes. The increased fees are estimated to generate an additional \$2,461,218 in revenue.

Steam Sales - one of the largest sources of revenue for Solid Waste Services is from the sale of steam, which is generated at the Waste-to-Energy plant and sold by contractual arrangement to the United States Army for Aberdeen Proving Ground. By contract the steam revenue for Fiscal Year 2012 remains unchanged at \$3.5 million.

SOLID WASTE SERVICES

FINANCIAL NOTES:



SOLID WASTE SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE		FY 11	FY 12	Change
o	3,318,458	3,231,423	(87,035)	<u>Harford Waste Disposal Center Revenues</u> are generated from:			
				Solid Waste Disposal Fee	482,900	1,977,143	1,494,243
				Tipping Fee Baltimore County	1,700,000	100,000	(1,600,000)
				Credit Town of Bel Air	(12,542)	(12,931)	(389)
				Miscellaneous Service Fees			
				Household Waste	482,900	547,711	64,811
				Recycling	554,500	504,500	(50,000)
				Sale of Compost/Mulch	108,000	113,000	5,000
				Tire Disposal	2,700	2,000	(700)
					<u>3,318,458</u>	<u>3,231,423</u>	<u>(87,035)</u>

The shift in tipping fee revenue from Tipping Fee Baltimore County to Solid Waste Disposal Fee is the result of a new cell becoming operational at the Harford Waste Disposal Center (HWDC) in early FY 12. Harford County will no longer be diverting waste to Baltimore County because of limited space at the HWDC.

o	22,150	78,846	56,696	<u>Other Miscellaneous Revenues</u> are comprised of:			
				Licenses & Permits for Refuse Licenses	6,500	6,000	(500)
				Investment Income			
				Interest on Invoices	15,000	0	(15,000)
				Over and Short	500	500	0
				Miscellaneous	150	72,346	72,196
					<u>22,150</u>	<u>78,846</u>	<u>56,696</u>

The increase in Other Miscellaneous Revenues is mainly the result of the 27th pay accrual - FY 12 has 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was FY 00. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years.

The remaining miscellaneous revenue estimates were projected based on actual receipt history.

o	3,362,586	700,645	(2,661,941)	<u>General Fund Support</u>	<u>3,362,586</u>	<u>700,645</u>	<u>(2,661,941)</u>

Most solid waste management activities are mandated by Federal and State regulations, yet avenues for imposing fees are limited by law and the market place. For FY 11 this resulted in the need of support with General Fund revenues amounting to \$3,362,586. For FY 12 the anticipated increase in the tipping fee revenue requires a smaller General Fund contribution of \$700,645. This drop in General Fund support is offset by the increase in solid waste hauler fees mandated by Harford County Bill No. 10-38. It should be noted that while Budget Policy defines Solid Waste Services as an individual account, for management purposes, the County's financial statements consider it part of the General Fund.

SOLID WASTE SERVICES

FINANCIAL NOTES:

The (\$369,016) net decrease in Solid Waste Services expense is the result of:

	FY 11	FY 12	CHANGE	
o	1,549,292	1,511,683	(37,609)	Full-time Salaries:
			5,236	Salary adjustments based on the recommendations of the Department of Human Resources
			(42,845)	Staff Turnover (2.77%)
			<u>(37,609)</u>	
o		50,009	50,009	Position converted from temporary to permanent part-time during FY 11:
			# of Positions	Salary
			0.60	24,960
				Fringe
				25,049
				Total
				50,009
				Senior Equipment Operator
o		72,246	72,246	Additional funds provided for a 27th pay which will occur in FY 12
o	30,000	13,900	(16,100)	Temporary Salaries - provides for one Landfill Worker, decrease due to a Senior Equipment Operator position converted to permanent part-time
o	129,338	198,326	68,988	Pension/Retirement rate adjustments
o	109,666	77,028	(32,638)	Workers' Compensation rate adjustments
o	374,168	441,907	67,739	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	128,466	124,357	(4,109)	FICA adjustment
o	4,300	6,080	1,780	Office Equipment - increase based on five (5) shared copier contracts
o	5,000	2,500	(2,500)	Meals-Special Purposes - decrease due to new work schedule
o	0	400	400	Membership Fees & Dues - Professional membership dues for supervisors to maintain required Managers of Landfill Operations (MOLO) certifications
o	0	800	800	Training Seminars, Courses - certification for supervisors
o	0	22,000	22,000	Equipment - two (2) 50-yard homeowner bins @ \$6,500 each and two (2) 30-yard bins @ \$4,500 each

SOLID WASTE SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	166,300	366,600	200,300	Other Professional Services provides for the following:

Service	FY 11	FY 12	Change	Explanation
Hazardous Waste Disposal	10,000	10,000	0	
Groundwater & Leachate Testing	20,000	25,000	5,000	required semi-annually
Leachate Hauling	15,000	214,500	199,500	Cell N1 resulting in additional leachate
Scale Maintenance	7,000	7,000	0	
Parts Cleaner Service	2,800	2,300	(500)	based on actual expense history
Surveying	1,500	5,000	3,500	Annual aerial topography for MDE report
Stone Hauling	42,000	20,000	(22,000)	based on actual expense history
Fire Extinguisher	1,000	1,200	200	based on actual expense history
Computer Cleaning	2,000	2,000	0	Contract recc by CSC
Florescent Bulb Disposal	0	9,600	9,600	\$800/month
Welding Services	65,000	70,000	5,000	contract for bin welding
TOTAL	166,300	366,600	200,300	

o	131,124	0	(131,124)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

o	95,500	181,500	86,000	Line items significantly adjusted, due to the opening of new landfill cells:

FY 11	FY 12	Change	
3,500	24,000	20,500	Vehicle & Operating Equipment - 3 months rental of articulating dump truck
12,000	30,000	18,000	Water & Sewer - anticipated higher flow of leachate
47,000	75,100	28,100	Grounds Maintenance - additional seeding and mowing
2,000	10,000	8,000	Other Contractual Services - clearing, mowing and brush removal
1,000	2,400	1,400	Landscape & Grounds Material - woven filter cloth for site stabilization
30,000	40,000	10,000	Crushed Aggregate - maintenance of longer access roads
<u>95,500</u>	<u>181,500</u>	<u>86,000</u>	

o	680,000	0	(680,000)	Other Contractual Services - service to export 8,500 tons of ash out of the County no longer needed

o	150,000	100,000	(50,000)	Debt Service:

FY 11	FY 12	Change	
20,000	10,000	(10,000)	Legal Services
55,000	40,000	(15,000)	Financial/Audit
75,000	50,000	(25,000)	Cost of Issuance
<u>150,000</u>	<u>100,000</u>	<u>(50,000)</u>	

SOLID WASTE SERVICES	

FINANCIAL NOTES:

[illegible]

The actual increase to the contract is the net result of:

FY 11 Contract	FY 12 Contract	Change	
3,066,897	3,083,770	16,873	<u>Labor Component</u> - based on the U.S. Department of Labor's Employment Cost Index increase of 3.8% from December 2006 to December 2007
2,223,131	2,247,610	24,479	<u>Materials Component</u> - based on the 4th Quarter 2007 increase over the 2006 4th Quarter of the Marshall and Swift Steam Power Equipment cost Index
			<u>Other Pass-Through Costs</u>
250,000	250,000	0	* Ash Disposal (Paid by County)
373,500	373,500	0	* Insurance
882,789	880,000	(2,789)	* Utilities
50,000	25,000	(25,000)	* Legal / Engineering Fees & Contingency
228,400	231,990	3,590	* Administrative Fee
385,051	391,096	6,045	* Management Fee
491,000	490,000	(1,000)	* Capital Expenditures
185,000	220,000	35,000	* Annual Incentives
545,576	528,350	(17,226)	* Other

SOLID WASTE SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	46,300	53,580	7,280	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	30,000	25,000	(5,000)	Operating Equipment
	7,600	14,630	7,030	Building/Custodial Services
	0	400	400	Printing Commercial
	200	750	550	Paper Supplies
	500	800	300	Medical Supplies
	2,000	1,000	(1,000)	Bituminous Concrete
	6,000	11,000	5,000	Other Supplies & Materials
	<u>46,300</u>	<u>53,580</u>	<u>7,280</u>	
o	2,151,001	2,230,160	79,159	Principal payments for the Waste-to-Energy Plant:
		FY 11	FY 12	Change
	Waste to Energy Lease 2007	650,000	650,000	0
	Waste to Energy Retrofit	1,260,000	1,330,000	70,000
	2007 Lease Purchase	<u>241,001</u>	<u>250,160</u>	<u>9,159</u>
		<u>2,151,001</u>	<u>2,230,160</u>	<u>79,159</u>
o	428,615	316,906	(111,709)	Interest payments for the Waste-to-Energy Plant:
		FY 11	FY 12	Change
	Waste to Energy Lease 2007	125,720	89,320	(36,400)
	Waste to Energy Retrofit	286,650	220,500	(66,150)
	2007 Lease Purchase	<u>16,245</u>	<u>7,086</u>	<u>(9,159)</u>
		<u>428,615</u>	<u>316,906</u>	<u>(111,709)</u>

HIGHWAYS

FY 12 APPROVED HIGHWAYS FUND REVENUE BREAKDOWN

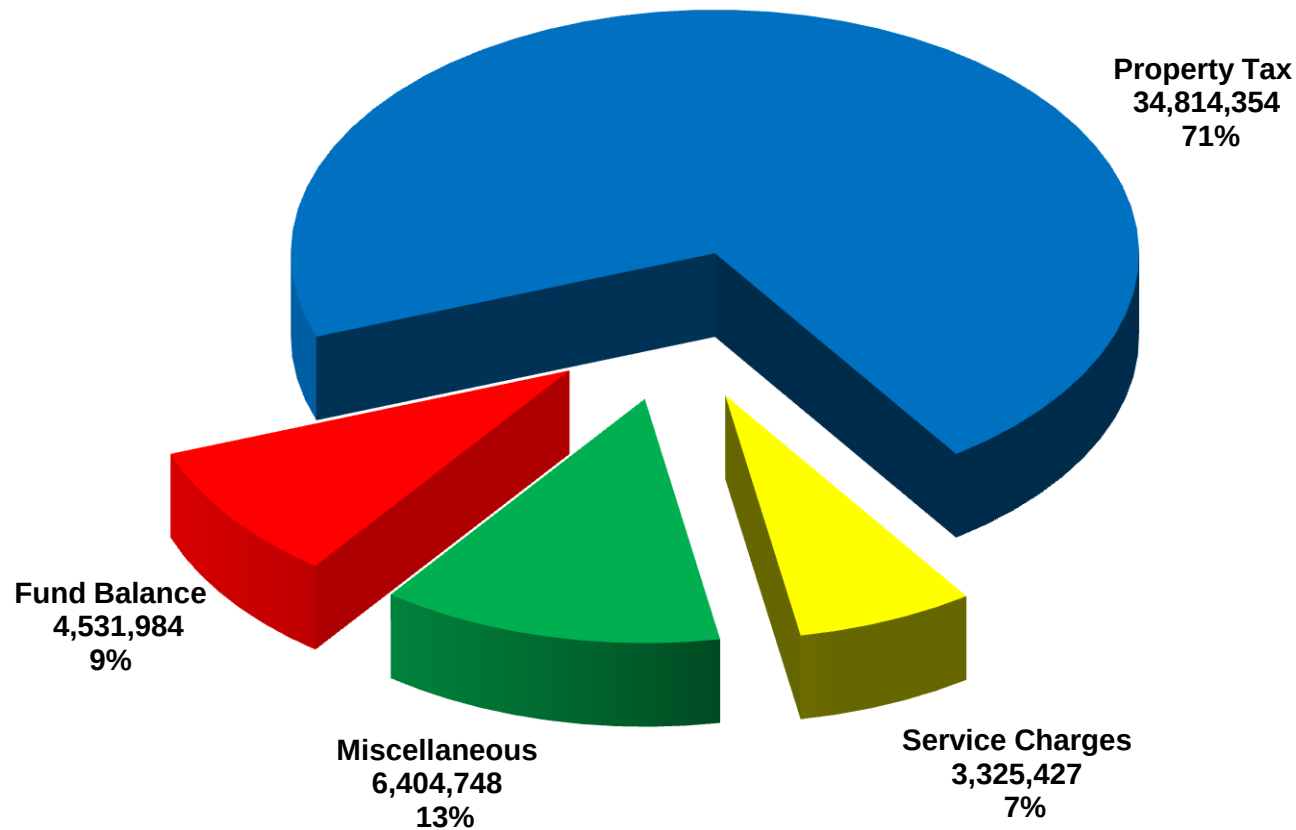
PROPERTY TAX:	71%	34,814,354	MISCELLANEOUS:	13%	6,404,748
Real & Personal	35,671,703		Pro Rata	174,032	
Deductions	(857,349)		Capital Recovery	2,000,000	
			Miscellaneous	3,130,000	
			Pooled Interest Transfer-In	90,000	
			Investment Income	81,947	
			27th Pay Accrual	494,769	
			State Highway Users	434,000	
SERVICE CHARGES	7%	3,325,427	FUND BALANCE	9%	4,531,984

TOTAL HIGHWAYS FUND REVENUES	49,076,513

HIGHWAYS FUND REVENUES

Fiscal Year 2011 - 2012

TOTAL APPROVED BUDGET \$49,076,513

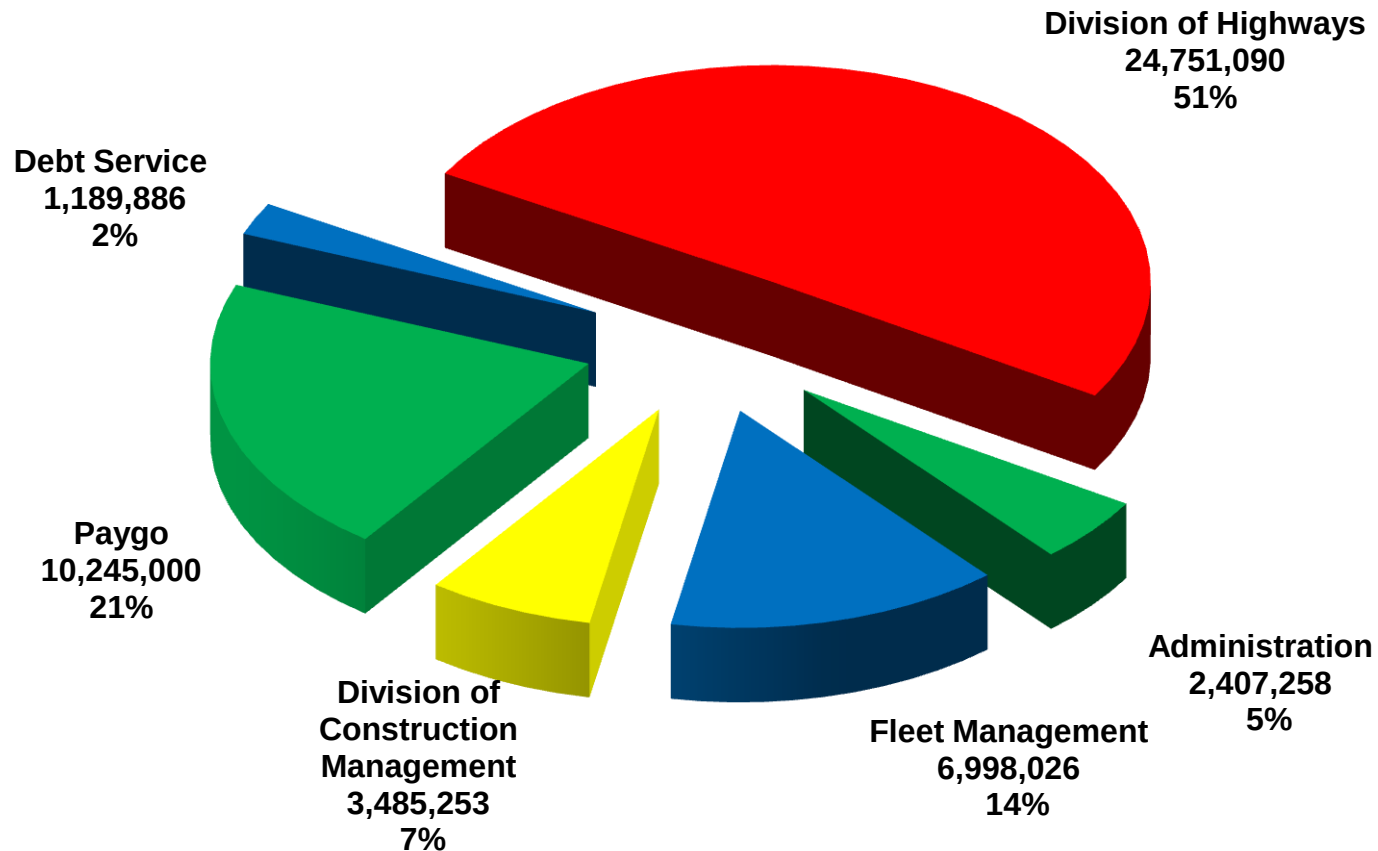


FY 12 APPROVED HIGHWAYS FUND APPROPRIATIONS BREAKDOWN

ADMINISTRATION:	5%	2,407,258	DIVISION OF HIGHWAYS:	51%	24,751,090
Personnel Matters	283,199		Bureau of Highways Engineering	2,560,413	
Director	296,406		Bureau of Highways Maintenance	19,415,732	
Benefits	1,627,653		Snow Removal	1,466,660	
Contingency Reserve	200,000		Bureau of Water Resources	1,308,285	
FLEET MANAGEMENT	14%	6,998,026	DIVISION OF CONSTRUCTION MANAGEMENT:	7%	3,485,253
			Bureau of Capital Projects Management	731,151	
			Bureau of Construction Inspections	2,754,102	
DEBT SERVICE	2%	1,189,886	PAYGO	21%	10,245,000

TOTAL HIGHWAYS FUND APPROPRIATIONS	49,076,513

**HIGHWAYS FUND
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$49,076,513**



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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	17,792,780	19,271,274	16,459,366	17,610,595	17,610,595
20	CONTRACTUAL SERVICES	4,287,442	5,009,188	4,575,313	4,591,624	4,591,624
30	SUPPLIES & MATERIALS	6,491,704	5,372,083	5,945,790	6,027,425	6,027,425
40	BUSINESS & TRAVEL	4,510,173	4,239,149	4,769,555	4,672,485	4,672,485
50	CAPITAL OUTLAY	158,043	785,973	3,000	3,000	3,000
60	DEBT SERVICE	647,577	623,274	621,794	1,184,886	1,184,886
70	MISCELLANEOUS	18,730,316	12,650,238	11,872,441	12,736,498	14,986,498
80	INTER-GOVERNMENTAL	314,679	729,460	739,032	0	0
	GRAND TOTAL	52,932,714	48,680,639	44,986,291	46,826,513	49,076,513

HIGHWAYS FUND

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY DEPARTMENT:</u>						
03	PROCUREMENT	6,148,396	6,229,203	6,937,599	6,998,026	6,998,026
08	HUMAN RESOURCES	254,258	1,360,309	284,699	283,199	283,199
30	PUBLIC WORKS	32,000,160	32,696,591	28,761,031	28,532,749	28,532,749
66	DEBT SERVICE	647,577	623,274	626,794	1,189,886	1,189,886
67	INSURANCE	245,137	0	217,040	0	0
68	BENEFITS	1,400,182	844,409	1,272,928	1,627,653	1,627,653
70	MISCELLANEOUS	12,237,004	6,926,853	6,686,200	7,995,000	10,245,000
90	RESERVE FOR CONTINGENCIES	0	0	200,000	200,000	200,000
	GRAND TOTAL	<u>52,932,714</u>	<u>48,680,639</u>	<u>44,986,291</u>	<u>46,826,513</u>	<u>49,076,513</u>
<u>SUMMARY BY REVENUE SOURCE:</u>						
	PROPERTY TAXES	36,581,343	36,363,469	35,578,278	34,814,354	34,814,354
	INTERGOVERNMENTAL / STATE SHARED	12,390,632	1,169,820	0	434,000	434,000
	SERVICE CHARGES	3,607,062	3,572,225	3,590,329	3,325,427	3,325,427
	INVESTMENT INCOME	311,084	91,209	126,750	81,947	81,947
	FUND BALANCE APPROPRIATION	0	0	0	2,281,984	4,531,984
	MISCELLANEOUS REVENUES	6,274,444	5,575,600	5,690,934	5,888,801	5,888,801
	GRAND TOTAL	<u>59,164,565</u>	<u>46,772,323</u>	<u>44,986,291</u>	<u>46,826,513</u>	<u>49,076,513</u>

HIGHWAYS FUND

FINANCIAL NOTES:

FY 12 Approved Budget	\$49,076,513
FY 11 Approved Budget	\$44,986,291
\$ growth	\$4,090,222
% growth	9.09%

The \$4,090,222 projected increase in Highways Fund Revenues results from:

	FY 11	FY 12	CHANGE	
o	35,578,278	34,814,354	(763,924)	<u>Property Taxes</u> - 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: - o Maintenance, care, repair and construction of roads and bridges outside of the incorporated towns - o All expenses of the County Department of Public Works concerning County highways - o All expenses of the County and / or Sheriff's Office regarding traffic patrol and highways safety - o 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, 2011 the tax rate for this differential is:

\$0.146 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. Effective July 1, 2010, the Homestead Tax Credit, set by the County Council, limits tax increases to no more than 5% each year. Only primary residences are eligible for this credit. 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.

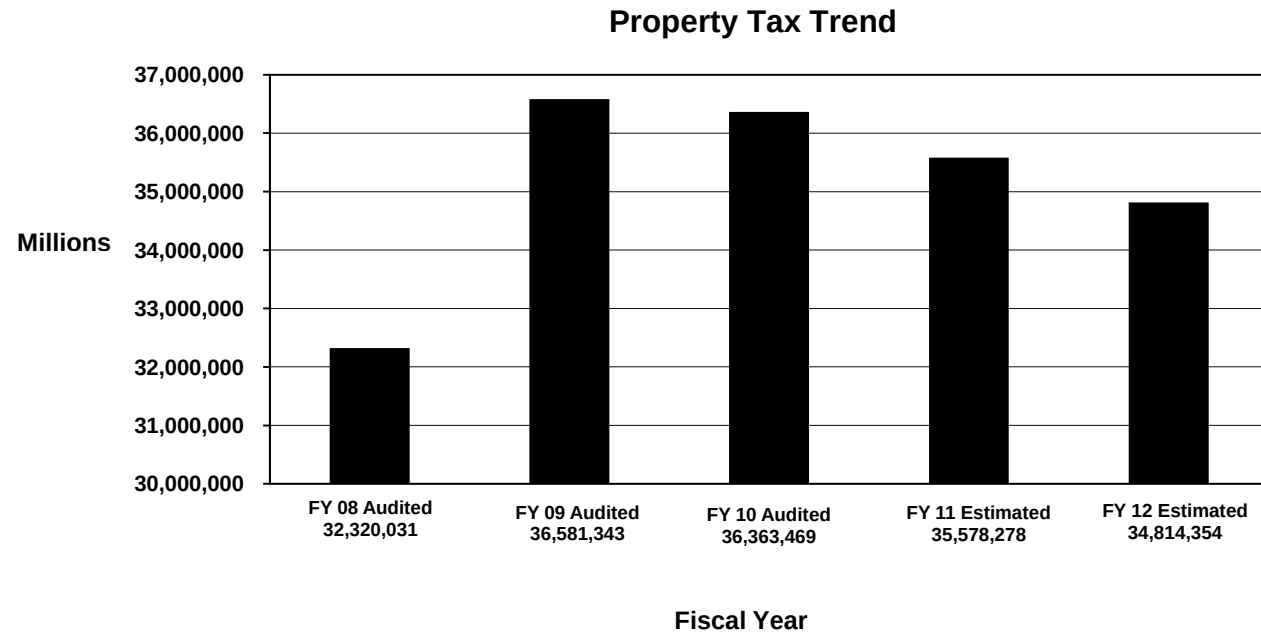
HIGHWAYS FUND

FINANCIAL NOTES:

FY 11 FY 12 CHANGE

The reduction in property tax revenue for FY 12 is primarily due to a 14.3% decrease in the reassessment of one-third of our property owners in the greater Bel Air area. Statewide, this is the largest decrease in real estate values for residential properties in the history of Maryland Department of Assessments and Taxation.

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, the upcoming and the second year following 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.



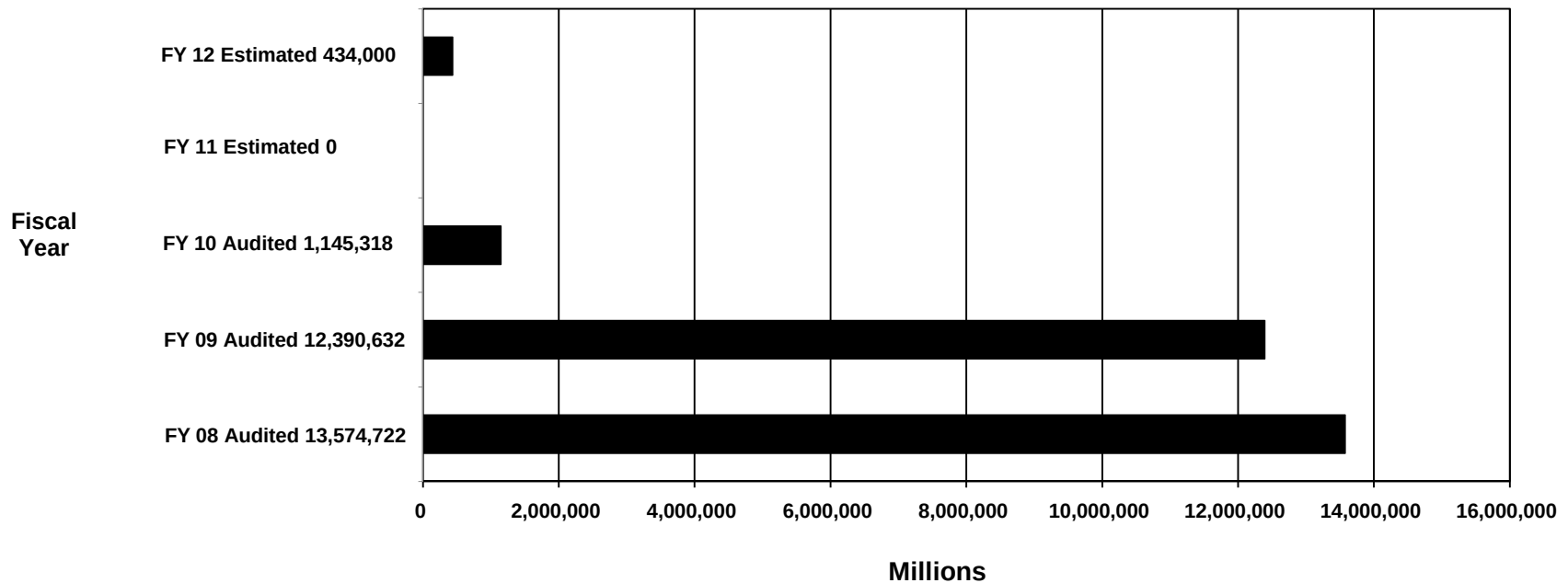
HIGHWAYS FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	0	434,000	434,000	<u>State Highways Users Tax</u> - Motor vehicle fuel tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of of the corporate income tax are designated by the State of Maryland as Highways User Revenues. The State shares 30% of 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 2012 we are projecting to receive \$434,000.

State Highways Users Tax Trend



HIGHWAYS FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	3,590,329	3,325,427	(264,902)	<u>Charges for Government Services</u> - such as inspections and plan review revenue are decreased for FY 11. All departments are charged for their share of the County's fleet maintenance contract. When the departments pay these charges, their expense becomes a revenue to the Highways Fund. This revenue is then appropriated to and expended for the Department of Public Works Highways Fund. The same is true for fuel used by the various departments of the County and outside agencies.
o	126,750	81,947	(44,803)	<u>Investment Income</u> - are reflective of the size of the portfolio and the rate of return, a slight decrease is projected for FY 11
o	5,690,934	5,888,801	197,867	<u>Other Revenue</u> - the elements mainly responsible for the net increase in "Other" revenues are:
	FY 11	FY 12	Change	
	50,000	50,000	0	<u>Sale of Property - Vehicles</u>
	3,267,525	3,000,000	(267,525)	<u>Fuel Charges</u>
	125,000	90,000	(35,000)	<u>Pooled Interest Transfer In</u>
	2,000,000	2,000,000	0	<u>Recovery from Capital Projects</u> - When Inspectors from the Highways Fund work on a capital project, that project reimburses the Highways Fund for the cost of their services.
	0	494,769	494,769	<u>27th Pay Accrual</u> - FY 12 has 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was FY 00. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years.
o	0	4,531,984	4,531,984	<u>Fund Balance Appropriation</u> - 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. No fund balance was appropriated for FY 2011.

HIGHWAYS FUND

FINANCIAL NOTES:

The \$4,090,222 net increase in appropriations for the Highways Fund is the result of:

	FY 11	FY 12	CHANGE																										
o		54,934	54,934	Net Full Time positions transferred between the divisions of Highways:																									
				<table><tr><td># of Positions</td><td>Salary</td><td>Fringe</td><td>Total</td><td></td></tr><tr><td>(9.00)</td><td>(648,951)</td><td>(228,806)</td><td>(877,757)</td><td>Bureau of Engineering</td></tr><tr><td>6.00</td><td>450,692</td><td>197,956</td><td>648,648</td><td>Bureau of Water Recourses</td></tr><tr><td>3.00</td><td>201,059</td><td>82,984</td><td>284,043</td><td>Bureau of Highways Maintenance</td></tr><tr><td><u>0.00</u></td><td><u>2,800</u></td><td><u>52,134</u></td><td><u>54,934</u></td><td></td></tr></table>	# of Positions	Salary	Fringe	Total		(9.00)	(648,951)	(228,806)	(877,757)	Bureau of Engineering	6.00	450,692	197,956	648,648	Bureau of Water Recourses	3.00	201,059	82,984	284,043	Bureau of Highways Maintenance	<u>0.00</u>	<u>2,800</u>	<u>52,134</u>	<u>54,934</u>	
# of Positions	Salary	Fringe	Total																										
(9.00)	(648,951)	(228,806)	(877,757)	Bureau of Engineering																									
6.00	450,692	197,956	648,648	Bureau of Water Recourses																									
3.00	201,059	82,984	284,043	Bureau of Highways Maintenance																									
<u>0.00</u>	<u>2,800</u>	<u>52,134</u>	<u>54,934</u>																										
o	0	0	0	One Administrative Secretary III position abolished, position was unfunded in FY 11 - Director of Public Works																									
o	10,657,942	10,638,404	(19,538)	Full Time Salaries																									
				<table><tr><td>(5,362)</td><td colspan="4">Salary adjustments based on the recommendations of the Department of Human Resources</td></tr><tr><td>(118,448)</td><td colspan="4">Staff Turnover (1.11%)</td></tr><tr><td><u>104,272</u></td><td colspan="4">Restore FY 11 offsets for Engineering Associate V, Chief, Highways Division and Equipment & Repair</td></tr><tr><td><u>(19,538)</u></td><td colspan="4">Specialist positions</td></tr></table>	(5,362)	Salary adjustments based on the recommendations of the Department of Human Resources				(118,448)	Staff Turnover (1.11%)				<u>104,272</u>	Restore FY 11 offsets for Engineering Associate V, Chief, Highways Division and Equipment & Repair				<u>(19,538)</u>	Specialist positions								
(5,362)	Salary adjustments based on the recommendations of the Department of Human Resources																												
(118,448)	Staff Turnover (1.11%)																												
<u>104,272</u>	Restore FY 11 offsets for Engineering Associate V, Chief, Highways Division and Equipment & Repair																												
<u>(19,538)</u>	Specialist positions																												
o		494,769	494,769	Additional funds provided for a 27th pay which will occur in FY 12																									
o	889,329	1,353,891	464,562	Pension / Retirement rate adjustments																									
o	775,854	587,301	(188,553)	Workers' Compensation rate adjustments																									
o	2,318,090	2,668,692	350,602	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage																									
o	665,000	661,000	(4,000)	Overtime adjusted based on actual expense history and reduced due to the state of the economy																									
o	881,674	879,987	(1,687)	FICA adjustments																									
o	242,637	242,637	0	Special Pays - funds appropriated for leave payouts per estimated number of retirements																									
o	1,000,928	1,401,696	400,768	Retirees Insurance - funds are provided for the County's share of retiree's health and dental insurance.																									
o	57,300	59,100	1,800	Office Equipment - increase due to new copier rentals																									

HIGHWAYS FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE		
o	130,000	135,908	5,908 Space & Real Estate Rental - rent for 15 N Bond Street offices increased		
o	116,500	92,600	(23,900) Telephone Service - decrease due to County-wide Share Plan		
o	105,000	120,000	15,000 Temporary Services - flagger/laborers increase due to project coverage		
o	8,300	11,500	3,200 Office Equipment Service - increase due to warranty on plotter expiring and maintenance for Kronos time clock adjusted per the 2011 contract		
o	12,500	16,100	3,600 Operating Equipment - increase for warranty on scanner and extended warranty on Graphtec has expired		
o	217,040	0	(217,040) Other Insurance - not funded in FY 12 due to the state of the economy		
		FY 11	FY 12	Change	
		General Liability	10,721	0	(10,721)
		Auto Liability	137,622	0	(137,622)
		Property Damage	68,697	0	(68,697)
		<u>217,040</u>	<u>0</u>	<u>(217,040)</u>	
o	650,000	635,000	(15,000) Bituminous Concrete - blacktop for road projects decreases based on actual expense history		
o	400,000	450,000	50,000 Liquid Bituminous - adjusted to match sealing projects		
o	1,350,000	1,236,000	(114,000) Diesel Fuel - decrease based on usage trends and cost projections - Fleet Management		
o	1,890,000	2,100,000	210,000 Gasoline - increase based on usage trends and cost projections - Fleet Management		
o	620,600	609,000	(11,600) County-Owned Vehicles - decrease based on actual expense history and the Director of DPW's vehicle transferred to Water & Sewer		
o	3,535,200	3,467,500	(67,700) The County's Fleet Maintenance contract - decrease based on actual expense history:		
		FY 11	FY 12	Change	
		2,125,000	2,125,000	0	Targeted Services
		<u>1,410,200</u>	<u>1,342,500</u>	<u>(67,700)</u>	Non-Targeted Services
		<u>3,535,200</u>	<u>3,467,500</u>	<u>(67,700)</u>	Total Contract Funding

HIGHWAYS FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	672,050	421,750	(250,300)	Other Professional Services - decreased funds provide for the following:
	FY 11	FY 12	Change	
	300	200	(100)	consultant - Office of the Director
	750	750	0	technical study to recommend standards for application of green or sustainable design to capital projects - Bureau of Capital Projects Management
	20,000	8,000	(12,000)	to cover cost on as needed basis for various traffic studies, history survey projects and road analysis decreased based on actual expense - Bureau of Highways Engineering
	61,000	61,000	0	Engineering Services, soil tests, borings, concrete, asphalt testing - Bureau of Construction Inspections
	300,000	186,800	(113,200)	contractual dig-outs and patch contracts reduced - Bureau of Highways Maintenance
	135,000	10,000	(125,000)	NPDES funding now charged to a Capital project, remaining funding is for unexpected study/design - Bureau of Water Resources
	150,000	150,000	0	flat lined for FY 12 for in house repairs, tank inspections, etc. - Fleet Management
	5,000	5,000	0	Debt Service - Service Costs
	<u>672,050</u>	<u>421,750</u>	<u>(250,300)</u>	
o	3,000	3,000	0	Equipment - replacement of saws
o	8,529	8,132	(397)	Principal and Interest on 2003 Refunding Bonds:
	FY 11	FY 12	Change	
	7,934	7,934	0	Principal Payments
	595	198	(397)	Interest Payments
	<u>8,529</u>	<u>8,132</u>	<u>(397)</u>	
o	613,265	613,264	(1)	Principal and Interest payments on 2007 Lease Finance project:
	FY 11	FY 12	Change	
	574,537	596,371	21,834	Principal Payments
	38,728	16,893	(21,835)	Interest Payments
	<u>613,265</u>	<u>613,264</u>	<u>(1)</u>	

HIGHWAYS FUND	

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	0	563,490	563,490	Principal and Interest payments on Fleet Lease:
		FY 11	FY 12	Change
		0	517,503	517,503
		0	45,987	45,987
		<u>0</u>	<u>563,490</u>	<u>563,490</u>
				Principal Payments
				Interest Payments
o	2,897,025	2,911,500	14,475	Line items significantly adjusted, based on actual expense history and the state of the economy:
		FY 11	FY 12	Change
		1,105,000	1,075,000	(30,000)
		36,000	41,000	5,000
		28,000	32,500	4,500
		12,500	11,000	(1,500)
		6,000	5,000	(1,000)
		26,600	22,000	(4,600)
		570,000	663,000	93,000
		15,000	35,500	20,500
		50,000	42,000	(8,000)
		21,200	18,900	(2,300)
		42,050	40,450	(1,600)
		105,300	100,300	(5,000)
		16,150	11,150	(5,000)
		2,000	1,000	(1,000)
		43,900	38,500	(5,400)
		185,000	165,000	(20,000)
		13,000	9,500	(3,500)
		23,825	21,700	(2,125)
		583,300	568,300	(15,000)
		12,200	9,700	(2,500)
		<u>2,897,025</u>	<u>2,911,500</u>	<u>14,475</u>
o	1,886,799	1,441,463	(445,336)	Pro Rata Shares - represents Highways Funds paid to the General Fund for the overhead and administrative support functions provided there
o	6,686,200	10,245,000	3,558,800	Capital Improvements - Paygo funding to cover capital projects included in the FY 12 Approved Capital Budget for the Highways Fund

HIGHWAYS FUND	

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
O	56,783	56,783	0 Grants & Contributions - Baltimore Metropolitan Council (BMC) dues
O	3,039,159	3,039,752	593 The application of Highways Funds was expanded by legislation to include traffic safety and County transportation expenses. The County Council initially approved using Highways funds for Sheriff's Office Traffic Safety activities; this was accounted for as an expense in the Highways Fund. Additional legislation defined County support of the Board of Education's transportation expenses as eligible for Highways funding. Although initially it was handled as a Highways Fund Contra-revenue, funds appropriated for Board of Education transportation services are now accounted for as expenses in the Highways Fund.
	FY 11 1,039,159 <u>2,000,000</u> <u><u>3,039,159</u></u>	FY 12 1,039,752 <u>2,000,000</u> <u><u>3,039,752</u></u>	Change 593 Sheriff's Office Traffic Safety Unit 0 Board of Education Transportation <u><u>593</u></u>
O	739,032	0	(739,032) Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

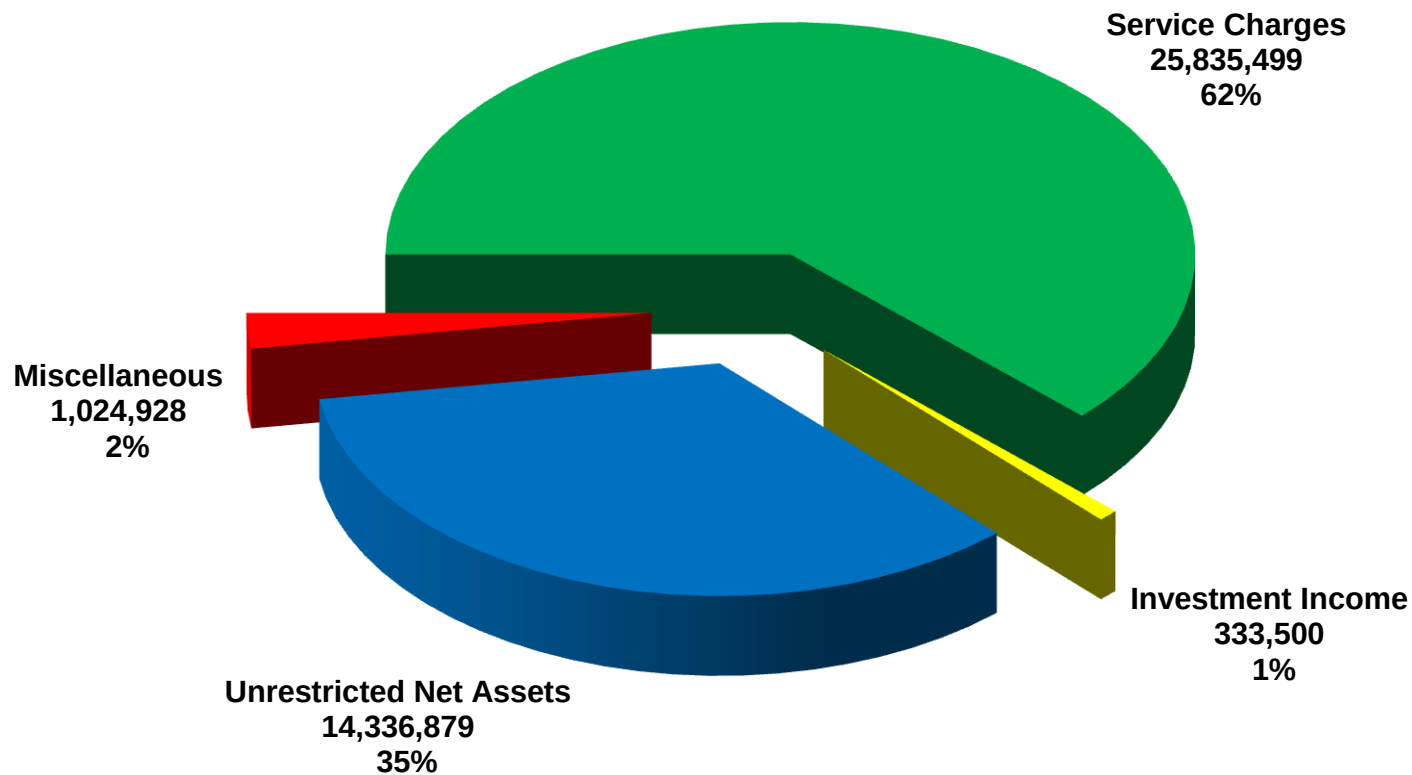
WATER & SEWER

FY 12 APPROVED WATER & SEWER FUND REVENUE BREAKDOWN

SERVICE CHARGES	62%	25,835,499	UNRESTRICTED NET ASSETS:	35%	14,336,879
			Contributed Capital		9,200,000
			Unrestricted Net Assets		5,136,879
INVESTMENT INCOME	1%	333,500	MISCELLANEOUS:	2%	1,024,928
			Capital Recovery		200,000
			Miscellaneous		332,600
			Fine & Forfeitures		30,000
			27th Pay Accrual		462,328

TOTAL WATER & SEWER FUND REVENUES	41,530,806

**WATER & SEWER
OPERATING FUND REVENUES
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$41,530,806**



**FY 12 APPROVED WATER & SEWER FUND
APPROPRIATIONS BREAKDOWN**

BUREAU OF W & S ADMINISTRATION: 7% 2,720,155

Administration	2,620,155
General Inventory	100,000

BUREAU OF W & S MAINTENANCE: 16% 6,710,087

Water O&M Abingdon	3,911,084
Sewer O&M Abingdon	2,542,761
Water O&M Joppatowne	95,931
Sewer O&M Joppatowne	74,311
Whiteford/Cardiff Svc Community	86,000

OTHER: 8% 3,463,205

Accounting	858,410
Personnel Matters	204,660
Benefits	709,312
Paygo	1,690,823

DEPRECIATION 23% 9,400,000

BUREAU OF W & S OPERATIONS:

WASTEWATER PROCESSING: 26% 10,660,788

Industrial Waste Management	163,995
Sewer O&M Sod Run	7,316,283
Joppatowne Sewerage Treatment	716,684
Sewer O&M Pump/Meter Station	2,347,584
Sewer O&M Spring Meadows	116,242

WATER PRODUCTION: 17% 7,233,831

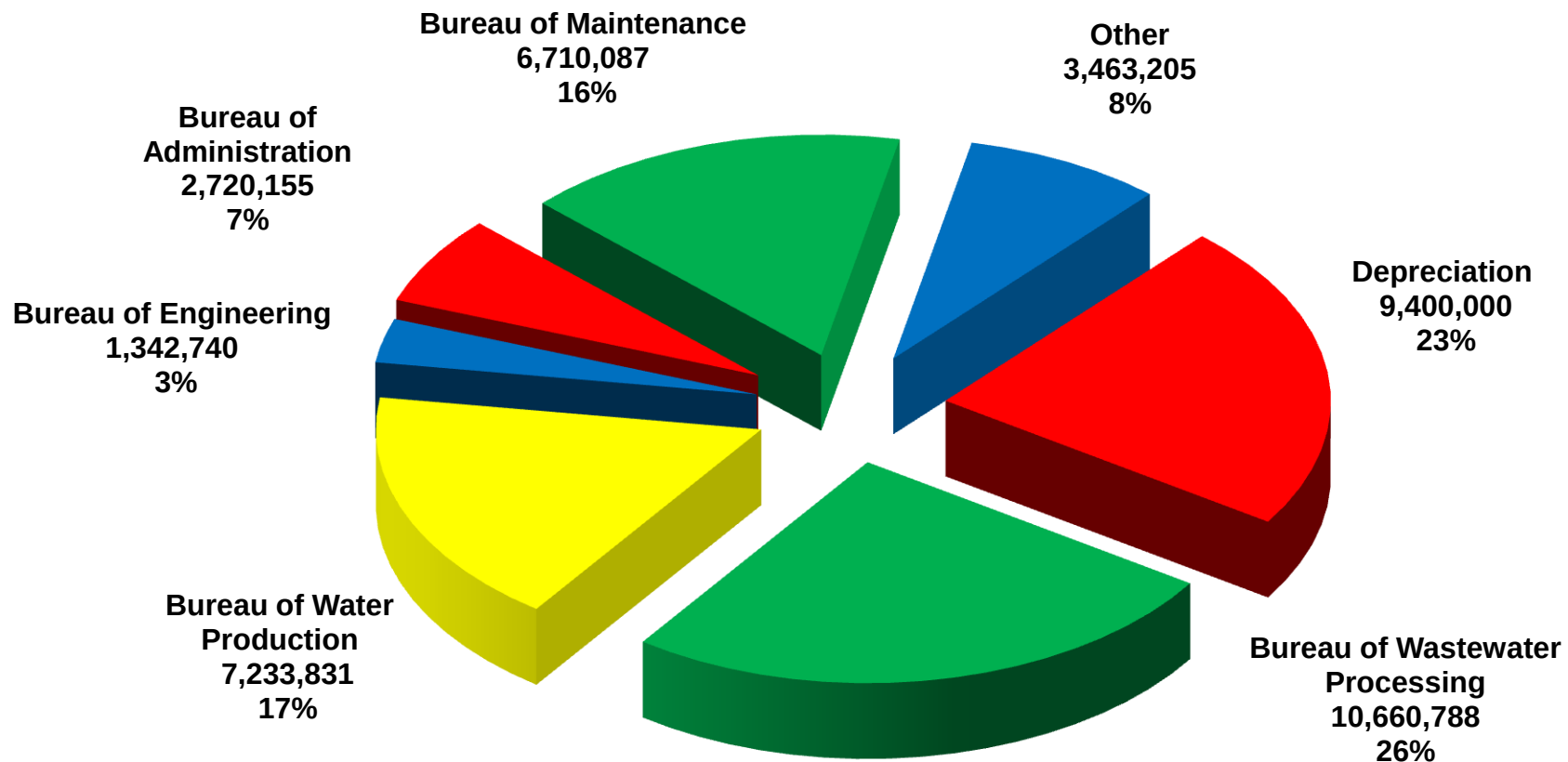
Water O&M Perryman	867,039
Water O&M Booster Stations	480,478
Water O&M Havre de Grace	1,413,000
Water O&M Abingdon-Big Inch	4,441,499
Water O&M Carbon Treatment	10,515
Water O&M Solids Handling Facility	21,300

BUREAU OF ENGINEERING: 3% 1,342,740

Water Engineering	678,775
Sewer Engineering	663,965

TOTAL WATER & SEWER FUND APPROPRIATIONS	41,530,806

**WATER & SEWER OPERATING
FUND APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$41,530,806**



WATER AND SEWER FUND

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 AND SEWER FUND

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	15,144,046	15,085,598	14,663,022	15,889,650	15,889,650
20	CONTRACTUAL SERVICES	6,810,131	7,039,767	7,840,881	8,021,008	8,021,008
30	SUPPLIES & MATERIALS	2,359,582	2,238,157	3,164,376	3,028,700	3,028,700
40	BUSINESS & TRAVEL	546,763	477,285	587,172	571,802	571,802
50	CAPITAL OUTLAY	581,112	391,214	353,800	576,597	576,597
70	MISCELLANEOUS	15,057,711	12,650,489	11,587,790	13,242,176	12,662,999
80	INTER-GOVERNMENTAL	720,282	854,236	1,122,176	780,050	780,050
	GRAND TOTAL	41,219,627	38,736,746	39,319,217	42,109,983	41,530,806
<u>SUMMARY BY DEPARTMENT:</u>						
04	TREASURY	781,465	778,308	785,710	858,410	858,410
08	HUMAN RESOURCES	178,735	490,274	214,660	204,660	204,660
30	PUBLIC WORKS	35,144,600	35,774,719	37,564,786	38,067,601	38,067,601
67	INSURANCE	223,963	0	153,393	0	0
68	BENEFITS	915,864	228,445	442,268	709,312	709,312
70	MISCELLANEOUS	3,975,000	1,465,000	158,400	2,270,000	1,690,823
	GRAND TOTAL	41,219,627	38,736,746	39,319,217	42,109,983	41,530,806
<u>SUMMARY BY REVENUE SOURCE:</u>						
	SERVICE CHARGES	22,944,107	23,845,859	24,094,099	25,835,499	25,835,499
	INVESTMENT INCOME	1,798,072	328,977	325,000	333,500	333,500
	MISCELLANEOUS REVENUE	368,622	313,462	324,964	824,928	824,928
	UNRESTRICTED NET ASSETS	0	0	4,825,154	5,716,056	5,136,879
	CONTRIBUTED CAPITAL	0	0	9,500,000	9,200,000	9,200,000
	RECOVERY FROM CAPITAL PROJECTS	170,462	172,435	250,000	200,000	200,000
	GRAND TOTAL	25,281,263	24,660,733	39,319,217	42,109,983	41,530,806

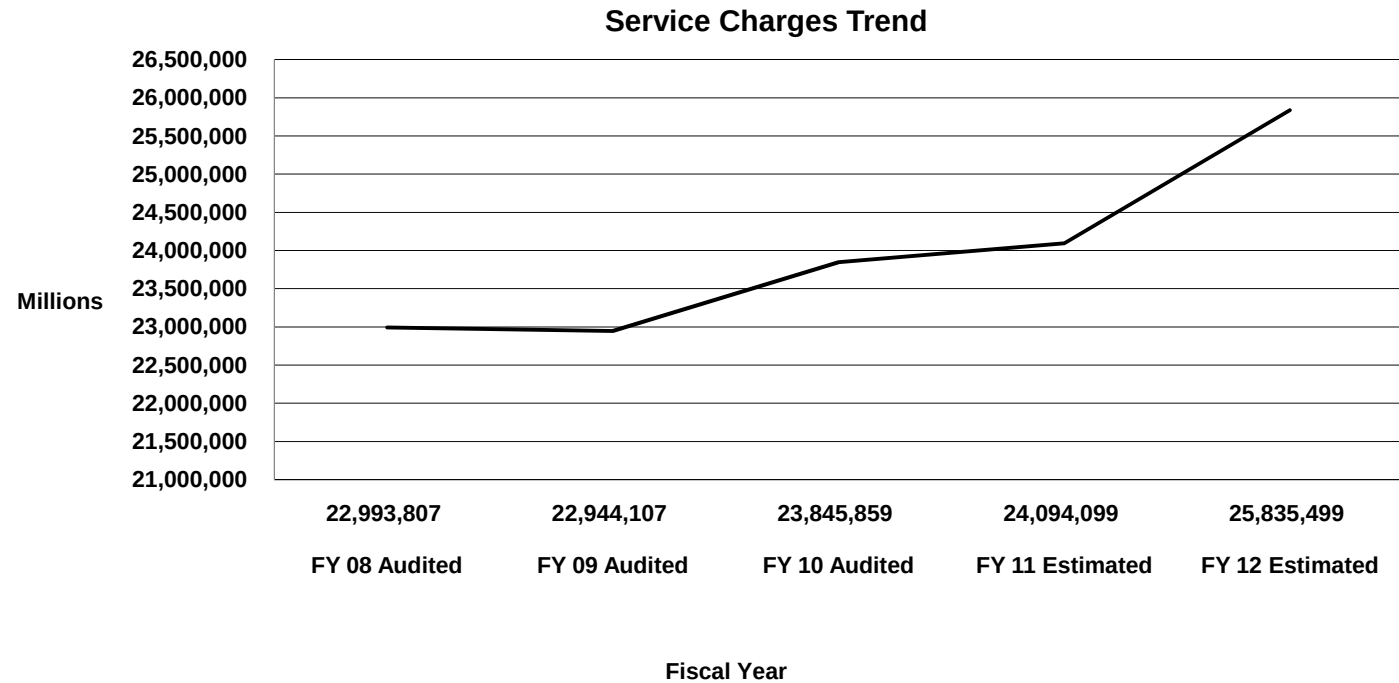
WATER AND SEWER FUND

FINANCIAL NOTES:

FY 12 Approved Budget	\$41,530,806
FY 11 Approved Budget	\$39,319,217
\$ growth	\$2,211,589
% growth	5.62%

The \$2,211,589 net increase in Water and Sewer Operating Fund revenue is projected to result from:

	FY 11	FY 12	CHANGE	
o	24,094,099	25,835,499	1,741,400	<u>Service Charges</u> - The increase in service charges is based on a combination of the number of anticipated new customers and an annual user rate adjustment based on the consumer price index.



WATER AND SEWER FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	325,000	333,500	8,500	<u>Investment Income</u> - FY 12 budgeted revenue for investment income is based on FY 11 actuals.
o	324,964	824,928	499,964	<u>Miscellaneous Revenue</u> - includes sundry fines and forfeitures, sale of surplus vehicles, lease purchase proceeds and other revenues that cannot be classified. The major increase in miscellaneous revenue for FY 12 is due to 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was FY 00. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years.
o	4,825,154	5,136,879	311,725	<u>Unrestricted Net Assets</u> - these are surplus funds from prior years that are being used to finance current year operations.
o	9,500,000	9,200,000	(300,000)	<u>Funded Depreciation - Contributed Capital</u> - annual depreciation charges are projected to decrease as assets mature and are not replaced.
o	250,000	200,000	(50,000)	<u>Recovery from Capital Projects</u> - cost of services billed to capital projects and recovered back to the operating budget. FY 12 budgeted revenues are based on FY 11 actuals.

WATER AND SEWER FUND

FINANCIAL NOTES:

The \$2,211,589 net increase in the Water and Sewer Fund is the result of:

	FY 11	FY 12	CHANGE	
o	9,815,358	9,748,729	(66,629)	Full Time Salaries:
			37,239	Salary adjustments based on the recommendations of the Department of Human Resources
			(103,868)	Staff Turnover (1.06%)
			<u>(66,629)</u>	
o		462,328	462,328	Additional funds provided for a 27th pay which will occur in FY 12
o		(12,524)	(12,524)	The net result of full-time transfers between the divisions of Water & Sewer:
			# of Positions	Salary
			1.00	27,500
			(1.00)	(27,500)
			<u>0.00</u>	<u>0</u>
				Fringe
				7,882
				(20,406)
				<u>(12,524)</u>
				Total
				35,382
				(47,906)
				<u>(12,524)</u>
				Permits Clerk transferred from Bureau of Water & Sewer Engineering to Water Production and reclassified as a Plant Operator Trainee I
o	814,795	1,285,921	471,126	Pension/Retirement rate adjustments
o	338,354	351,026	12,672	Workers' Compensation rate adjustment
o	1,968,518	2,328,898	360,380	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	562,800	562,200	(600)	Overtime - decrease based on actual expense history
o	73,232	77,522	4,290	Shift Differential - increase based on actual expense history
o	819,522	815,107	(4,415)	FICA adjustment
o	57,550	51,620	(5,930)	Office Equipment - decrease based on actual copier leases
o	3,274,756	3,190,256	(84,500)	Electricity - decrease based on actual expense history

WATER AND SEWER FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	1,211,257	1,166,450	(44,807) Other Professional Services - decrease based on actual expense history:

Division	FY 11	FY 12	Change	Explanation
Engineering	20,907	21,000	93	Consulting Services
Maintenance	150,000	132,300	(17,700)	preventive maintenance program
Water Production	108,350	85,850	(22,500)	transport of plant residuals to Sod Run and contract for hauling processed solids
Wastewater Processing	932,000	927,300	(4,700)	lab analysis for MDE compliance, emergency pump outs and courier for transport of samples
Totals	1,211,257	1,166,450	(44,807)	

o	225,000	75,000	(150,000) Engineering Services:	
	FY 11	FY 12	Change	
	60,000	60,000	0	WWP - engineering consultant and service contract
	150,000	0	(150,000)	Maintenance - funding transferred to Water & Sewer Line Rehabilitation/Repair for better accountability
	15,000	15,000	0	Water Production - engineering services for assessment writing specs and inspection of major projects for painting towers
	<u>225,000</u>	<u>75,000</u>	<u>(150,000)</u>	
o	0	50,000	50,000	Water Line Rehabilitation/Repair - funding transferred from Engineering Services for better accountability
o	0	100,000	100,000	Sewer Line Rehabilitation/Repair - funding transferred from Engineering Services for better accountability
o	133,070	117,170	(15,900)	Telephone Service - decrease due to County-wide Share Plan
o	411,268	575,938	164,670	Retiree's Insurance - funds are provided for the County's share of retiree's health and dental insurance per the actuarial assessment
o	153,393	0	(153,393)	Other Insurance - not funded in FY 12 due to the state of the economy

WATER AND SEWER FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	907,450	1,254,750	347,300	County Facility Repair & Renovations - based on actuals for routine repairs:
			</	

WATER AND SEWER FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	2,032,446	1,922,409	(110,037)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	2,900	7,000	4,100	Vehicle & Operating Equipment
	101,900	94,300	(7,600)	Heating Fuel (Oil)
	50,000	40,000	(10,000)	Medical Services
	150,000	130,000	(20,000)	Utility Line Maintenance Contract
	173,346	187,238	13,892	Operating Equipment
	48,200	50,400	2,200	Grounds Maintenance
	42,400	41,201	(1,199)	Building/Custodial Services
	27,450	23,175	(4,275)	General Office Supplies
	7,275	8,275	1,000	Duplicating Machine Supplies
	100,600	107,445	6,845	General Office Mailing
	457,000	409,400	(47,600)	Equipment Repair Parts
	60,500	63,150	2,650	Laboratory Supplies
	57,600	54,850	(2,750)	Safety Equipment
	50,000	35,000	(15,000)	Water Meter Repair Parts
	49,000	42,500	(6,500)	Water & Sewer Lines Service Parts
	3,000	2,000	(1,000)	Computer Hardware Components
	11,500	15,500	4,000	Diesel Fuel
	7,000	5,000	(2,000)	Gasoline
	12,725	6,825	(5,900)	Oil & Lubricants
	55,000	50,000	(5,000)	Grates, Manhole Cover
	8,100	5,000	(3,100)	Other Supplies & Materials
	206,800	211,800	5,000	County Owned Vehicles
	241,500	235,750	(5,750)	Fuel Charges
	92,000	84,900	(7,100)	Non-Targeted Charges - FVS
	16,650	11,700	(4,950)	Training Seminars
	<u>2,032,446</u>	<u>1,922,409</u>	<u>(110,037)</u>	
o	29,500	30,500	1,000	Financial Audit - increase based on actuals for Lockbox - Water & Sewer Accounting
o	165,000	165,000	0	Unanticipated Maintenance - to deal with unanticipated emergencies

WATER AND SEWER FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE																															
o	353,800	576,597	222,797	Equipment - provides for the following:																														
				W & S Wells and Well Development 35,000 Tampers 1,000																														
				W & S Plant Improvements 31,097 Hydraulic Power Tools 4,500																														
				Hex-a-Gram & Meters 26,700 Testing Gauge 13,000																														
				Electronic Process Control 48,000 Leak Detection Equipment 2,900																														
				Electric Heaters 5,400 Flow Meter 1,900																														
				Air Conditioners 1,500 Laboratory Equipment 29,400																														
				Air Compressor 6,500 Other Equipment 197,150																														
				Blowers 2,900 Radio - Mobile 4,500																														
				Saws 2,500 Radio - Portable 1,000																														
				Generators 2,500 Tower - Antenna 30,000																														
				Pumps 104,150 Other 1,000																														
				Sweepers 24,000																														
o	121,200	107,200	(14,000)	Payments to Other Government Agencies - sludge generation fees for:																														
				<table><tr><th>Division</th><th>FY 11</th><th>FY 12</th><th>Change</th><th>Explanation</th></tr><tr><td>Maintenance</td><td>90,000</td><td>78,000</td><td>(12,000)</td><td>payments to the Pennsylvania Delta Borough for waste treatment, based on actual expense history and, as required by an inter-state agreement</td></tr><tr><td>Wastewater</td><td>12,000</td><td>10,000</td><td>(2,000)</td><td>sludge generation fees for Joppatowne</td></tr><tr><td>Processing</td><td>19,000</td><td>19,000</td><td>0</td><td>sludge generation fees for Sod Run</td></tr><tr><td></td><td>200</td><td>200</td><td>0</td><td>sludge generation fees for Spring Meadows</td></tr><tr><td></td><td>121,200</td><td>107,200</td><td>(14,000)</td><td></td></tr></table>	Division	FY 11	FY 12	Change	Explanation	Maintenance	90,000	78,000	(12,000)	payments to the Pennsylvania Delta Borough for waste treatment, based on actual expense history and, as required by an inter-state agreement	Wastewater	12,000	10,000	(2,000)	sludge generation fees for Joppatowne	Processing	19,000	19,000	0	sludge generation fees for Sod Run		200	200	0	sludge generation fees for Spring Meadows		121,200	107,200	(14,000)	
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	200	200	0	sludge generation fees for Spring Meadows																														
	121,200	107,200	(14,000)																															
o	9,500,000	9,400,000	(100,000)	Depreciation per Treasury estimates																														
o	158,400	1,690,823	1,532,423	Paygo funds per the FY 12 Approved Capital Budget																														

WATER AND SEWER FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	1,804,690	1,461,476	(343,214) Pro Rata Shares - represents Water & Sewer Funds paid to the General Fund for the overhead and administrative support functions provided there. It also covers Water and Sewer Operations share of the Director of Public Works budget, which is in the Highways Fund.

	FY 11	FY 12	Change	
	152,532	163,234	10,702	Water & Sewer Fund Pro Rata to the Public Works - Director
	1,652,158	1,298,242	(353,916)	Water & Sewer Fund Pro Rata to the General Fund
	<u>1,804,690</u>	<u>1,461,476</u>	<u>(343,214)</u>	

o	259,176	0	(259,176) Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

o	863,000	780,000	(83,000) Other Intergovernmental:

Division	FY 11	FY 12	Change	Explanation
Wastewater Processing	83,000	0	(83,000)	sewer fee for Swan Creek to Aberdeen WWTP not required in FY 12 as Treasury has instituted a new process for paying
Water Production	780,000	780,000	0	payment to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations; the County purchases 1.3 MGD of water from the City; payment is \$65,000 per month
	<u>863,000</u>	<u>780,000</u>	<u>(83,000)</u>	



Abingdon Water Tower
Abingdon, Maryland

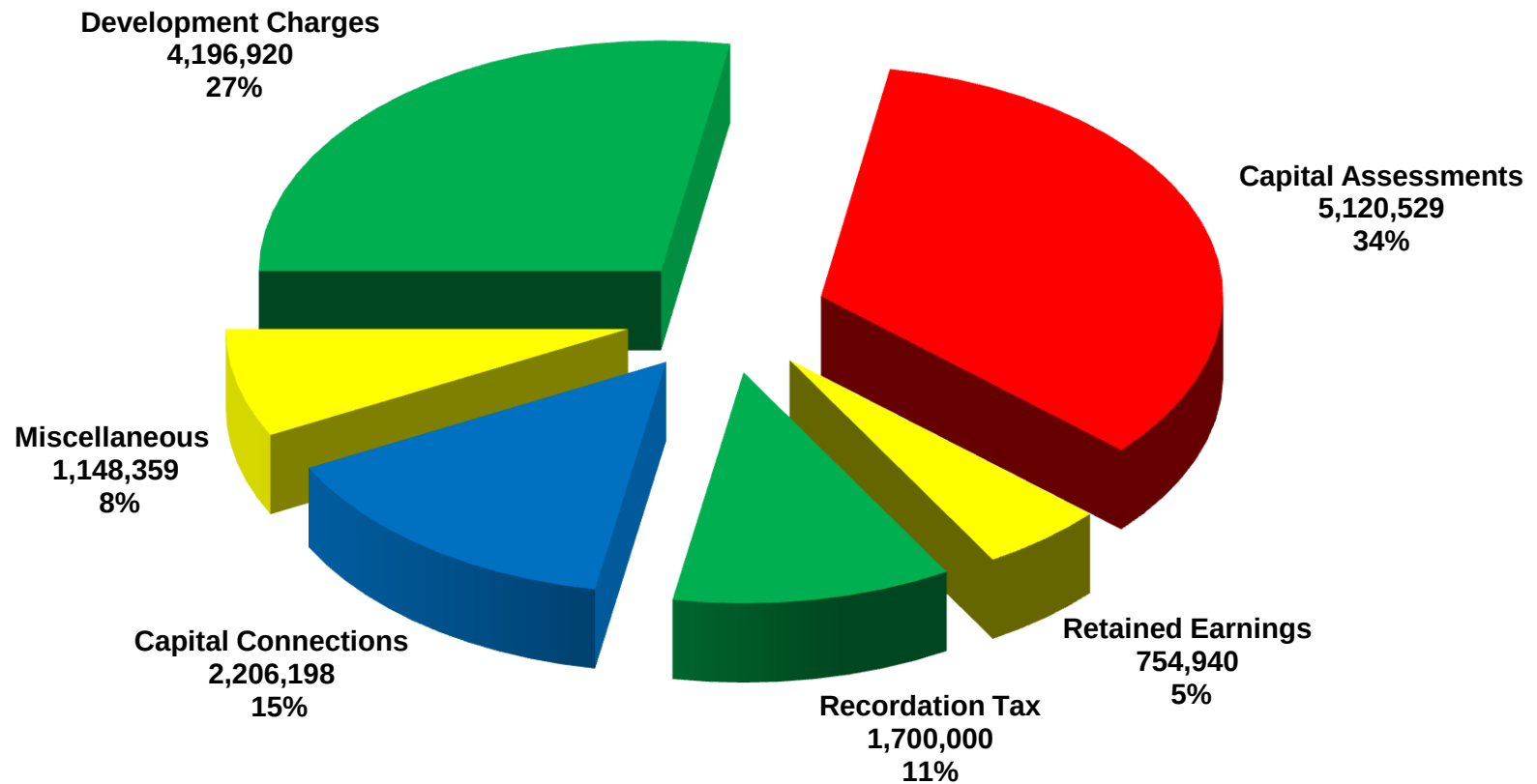
WATER & SEWER DEBT SERVICE

FY 12 APPROVED WATER & SEWER DEBT SERVICE FUND REVENUE BREAKDOWN

DEVELOPMENT CHARGES	27%	4,196,920	CAPITAL CONNECTIONS	15%	2,206,198
CAPITAL ASSESSMENTS	34%	5,120,529	MISCELLANEOUS	8%	1,148,359
RETAINED EARNINGS APPROPRIATED	5%	754,940	RECORDATION TAX	11%	1,700,000

TOTAL WATER & SEWER DEBT SERVICE FUND REVENUES	15,126,946

**WATER & SEWER DEBT
SERVICE FUND REVENUES
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$15,126,946**

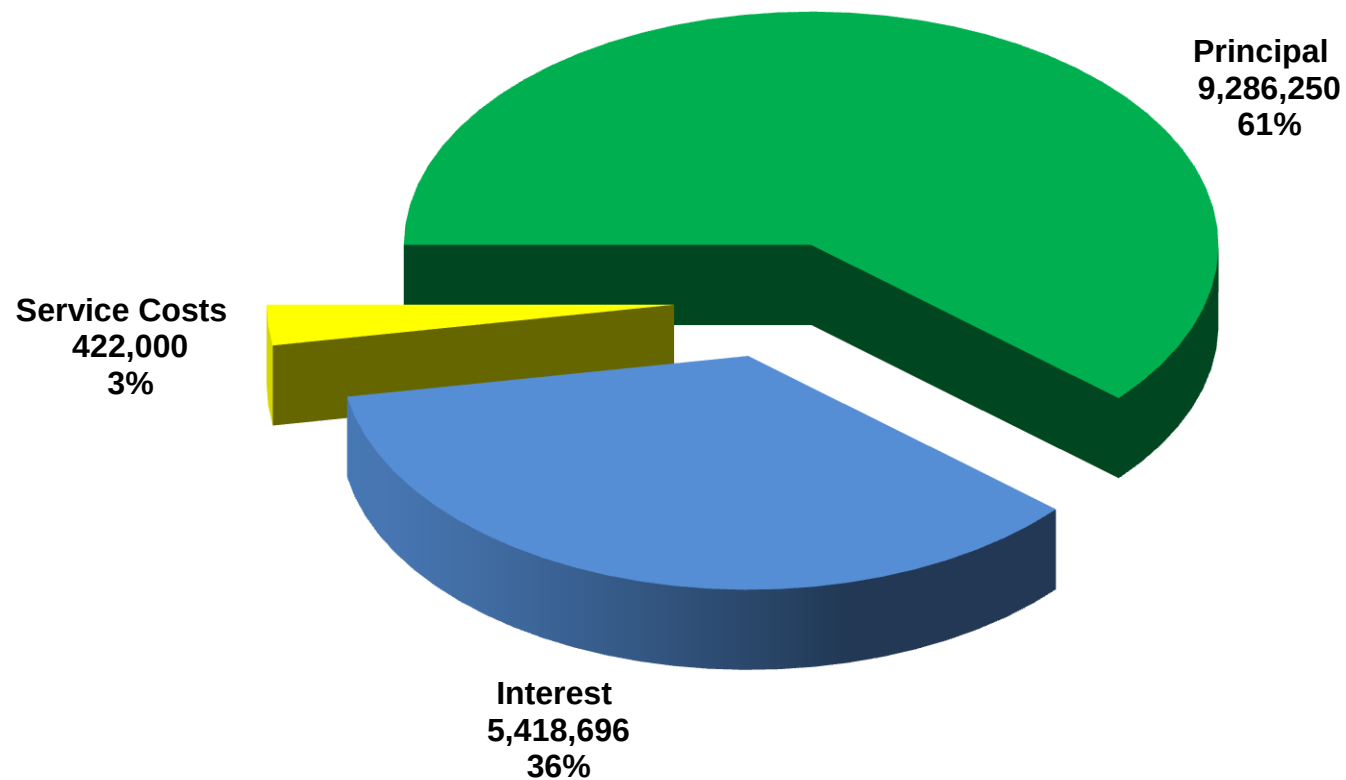


**FY 12 APPROVED WATER & SEWER DEBT SERVICE FUND
APPROPRIATIONS BREAKDOWN**

PRINCIPAL	61%	9,286,250	INTEREST	36%	5,418,696
			SERVICE COSTS	3%	422,000

TOTAL WATER & SEWER FUND DEBT SERVICE APPROPRIATIONS	15,126,946

**WATER & SEWER DEBT SERVICE
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$15,126,946**



WATER AND 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 for sewerage connections and \$650 for water connections based upon: peak demands, the ratio of peak demand to 30 fixture units, and size of the meter. 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 five-eighths inch equivalent area connection charge 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 five-eighths inch equivalent area connection which increase by 6% each July 1st. For FY 11 the water system fee is \$2,484 and the sewer system fee is \$5,130.

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 five-eighths inch equivalent area connection charge for properties connected to the water / sewer system before December 31, 1991, and \$140 per five-eighths inch equivalent for properties connected after December 31, 1991.

WATER AND SEWER DEBT SERVICE FUND

RECORDATION TAX RECEIPTS

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 \$4.40 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax: 2/3 to fund school debt and/or school construction; 1/6 to fund Parks and Recreation capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.

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.

WATER AND SEWER DEBT SERVICE FUND

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	121,210	127,834	190,000	190,000	190,000
30	SUPPLIES & MATERIALS	0	0	20,000	20,000	20,000
60	DEBT SERVICE	13,759,247	13,872,204	17,069,155	14,916,946	14,916,946
70	MISCELLANEOUS	524	37,658	0	0	0
	GRAND TOTAL	13,880,981	14,037,696	17,279,155	15,126,946	15,126,946
<u>SUMMARY BY DEPARTMENT:</u>						
66	DEBT SERVICE	13,880,981	14,037,696	17,279,155	15,126,946	15,126,946
	GRAND TOTAL	13,880,981	14,037,696	17,279,155	15,126,946	15,126,946
<u>SUMMARY BY REVENUE SOURCE:</u>						
	RECORDATION TAX	1,572,507	1,706,028	1,700,000	1,700,000	1,700,000
	CAPITAL ASSESSMENTS	4,913,829	5,025,450	5,055,659	5,120,529	5,120,529
	CAPITAL CONNECTIONS	1,384,611	4,703,069	2,531,416	2,206,198	2,206,198
	DEVELOPMENT CHARGES	3,449,109	4,618,360	3,426,300	4,196,920	4,196,920
	INVESTMENT INCOME	241,383	35,281	60,000	60,000	60,000
	NET ASSETS APPROPRIATED	0	0	3,898,288	754,940	754,940
	MISCELLANEOUS	(460,332)	726,626	607,492	1,088,359	1,088,359
	GRAND TOTAL	11,101,107	16,814,814	17,279,155	15,126,946	15,126,946

WATER AND SEWER DEBT SERVICE FUND

FINANCIAL NOTES:

FY 12 Approved Budget	\$15,126,946
FY 11 Approved Budget	\$17,279,155
\$ decline	(\$2,152,209)
% decline	-12.46%

The (\$2,152,209) net decrease in Water and Sewer Debt Service revenue is projected to result from:

	FY 11	FY 12	CHANGE
o	1,700,000	1,700,000	0 <u>Recordation Tax</u> - the Fiscal Year 2012 budget for recordation tax is based on actual collections for Fiscal Year 2011.
o	5,055,659	5,120,529	64,870 <u>Capital Assessments</u> - the increase in capital assessments reflects a very modest increase in new petition projects and connections in the form of User Benefit Assessments.
o	2,531,416	2,206,198	(325,218) <u>Capital Connections</u> - the change represents a FY 11 one-time capital contribution charge from the City of Aberdeen for \$750,000 and a projected slight increase in connection activity.
o	3,426,300	4,196,920	770,620 <u>Development Charges</u> - are projected to reflect a slight increase in connection activity and the 6% annual fee increase. FY 12 is based on FY 11 actual receipts.
o	60,000	60,000	0 <u>Investment Income</u> - falling interest rates and an increase in the spending of bond funds, resulted in interest earnings projected to be the same as prior year.
o	3,898,288	754,940	(3,143,348) <u>Net Assets Appropriated</u> - has decreased mainly due to the decrease in the total budget between FY 11 and FY 12.
o	607,492	1,088,359	480,867 <u>Miscellaneous</u> - this projection is based on actual receipt history.

WATER AND SEWER DEBT SERVICE FUND

FINANCIAL NOTES:

With the FY 12 Approved Capital Budget the anticipated value of
Outstanding Water and Sewer Bonds and Loans as of June 30, 2010 would be \$105,994,439

The (\$2,152,209) net decrease in the Water and Sewer Debt Service Fund is the result of:

	FY 11	FY 12	CHANGE				
o	11,947,978	9,286,250	(2,661,728)	Principal Payments - are adjusted to the amounts due on outstanding debt.			
o	4,921,177	5,418,696	497,519	Interest Payments			
o	410,000	422,000	12,000	Service Costs:			
					FY 11	FY 12	Change
				Legal Services	20,000	20,000	0
				Management Services	150,000	150,000	0
				Other Professional Services	20,000	20,000	0
				Printing Commercial	20,000	20,000	0
				Cost of Issuance	200,000	212,000	12,000
				Totals	<u>410,000</u>	<u>422,000</u>	<u>12,000</u>

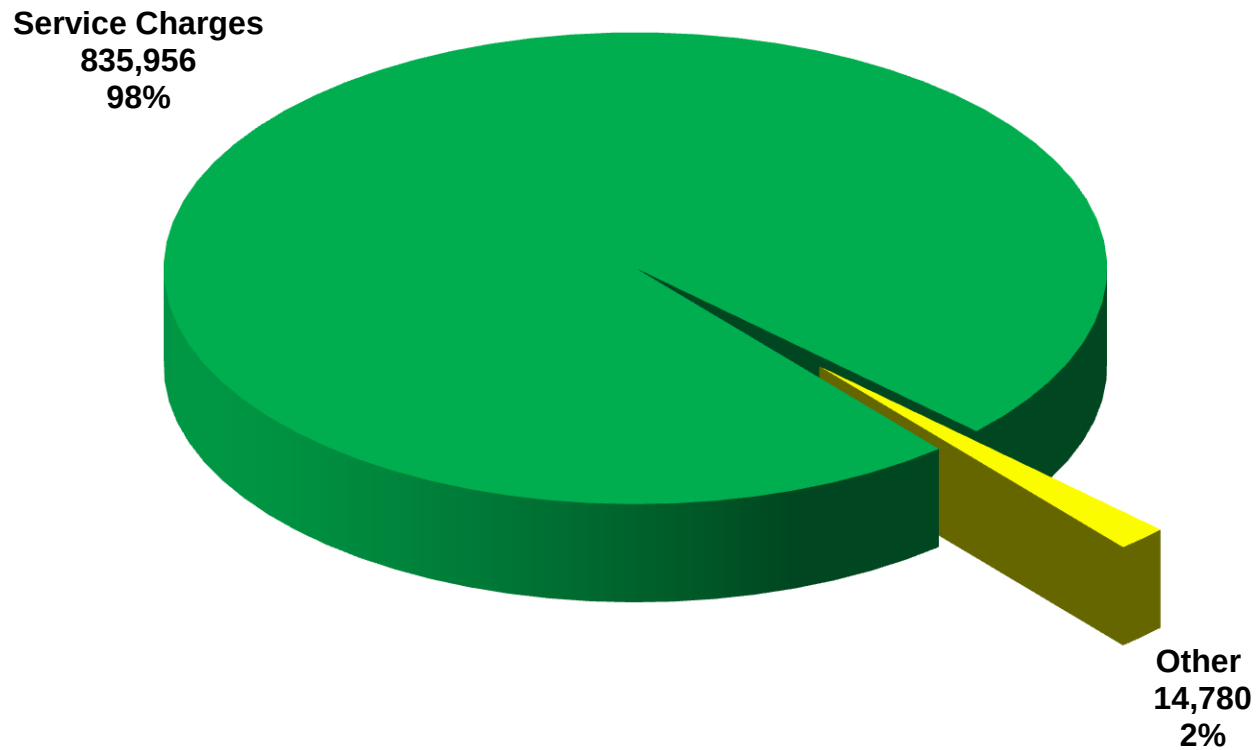
PARKS & RECREATION SPECIAL REVENUE

**FY 12 APPROVED PARKS & RECREATION SPECIAL REVENUE
REVENUE BREAKDOWN**

SERVICE CHARGES	98%	835,956	OTHER:	2%	14,780
			Investment Income	500	
			27th Pay Accrual	14,280	

TOTAL PARKS & RECREATION SPECIAL REVENUE - REVENUES	850,736

**PARKS & RECREATION
SPECIAL REVENUES
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$850,736**



FY 12 APPROVED PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS BREAKDOWN

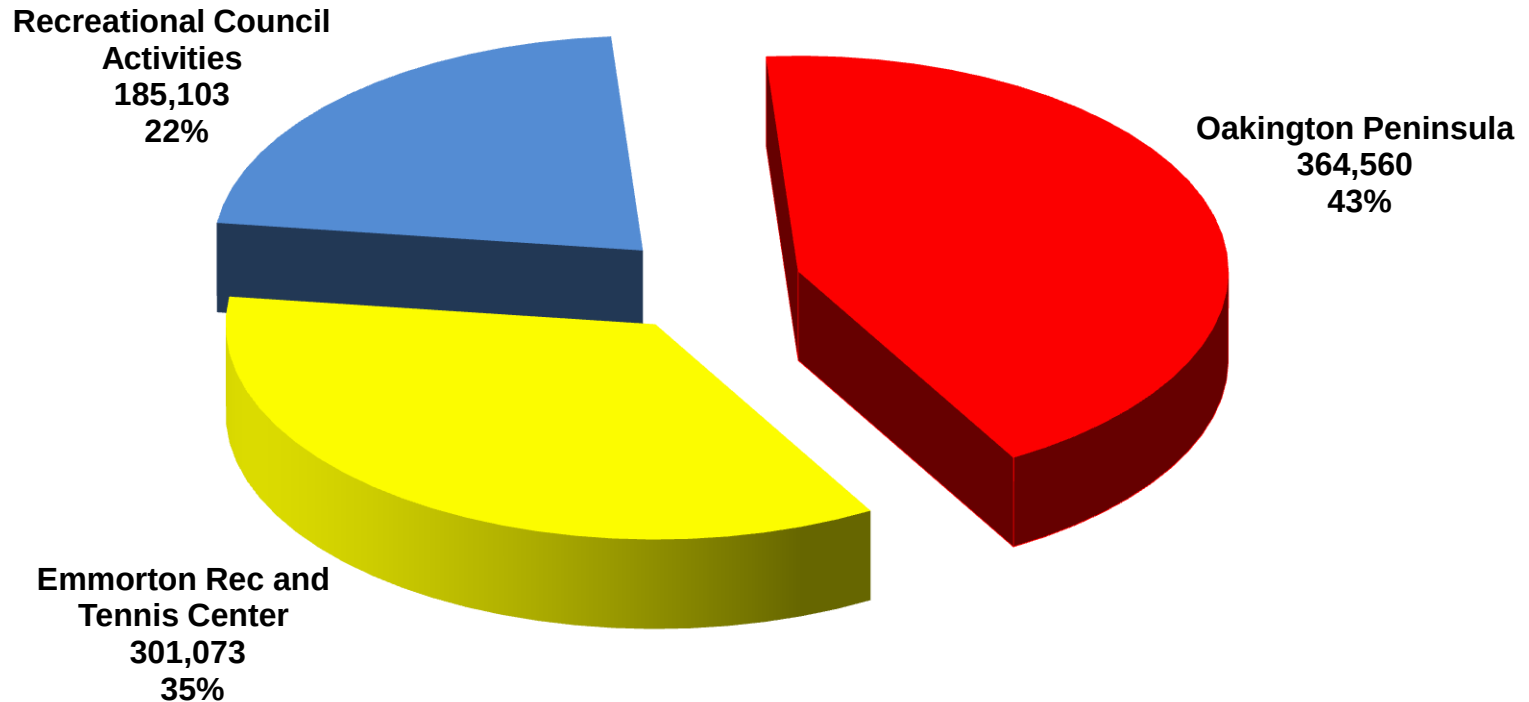
EMMORTON RECREATION AND TENNIS CENTER	35%	301,073

OAKINGTON PENINSULA	43%	364,560

RECREATIONAL COUNCIL ACTIVITIES	22%	185,103

TOTAL PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS	850,736

**PARKS & RECREATION
SPECIAL REVENUE
APPROPRIATIONS
Fiscal Year 2011- 2012
TOTAL APPROVED BUDGET \$850,736**



PARKS & 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 only 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:

- o Emmorton Recreation & Tennis Center:

This facility was purchased by Harford County using State 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.

- o 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 also generate revenues from leasing of farmland, two houses, and the facility as well as providing a park for passive and recreational activities.

- o 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 & RECREATION SPECIAL REVENUE FUND

ORIGIN/PURPOSE:

The fund encompasses receipts from:

Charges for Service

- o Emmorton Recreation & Tennis Center fees, rentals and contributions.
- o Skateboard Facility at the McFaul Senior / Youth Center fees.
- o Showmobile / Stage Rental - a mobile stage is rented to recreation councils for both non-profit and for-profit organizations.
- o Recreation Councils / Special Activities - such as the sale of amusement park discount tickets, basketball tournaments, lacrosse and wrestling summer camps, etc.
- o Rental and / or contributions to Oakington Peninsula - for the tenant houses, farms or facilities at Swan Harbor and / or Oakington Farms.

Fund Balance Appropriated

At the end of some fiscal years, this fund will have a revenue surplus, due to either spending less than budgeted or generating more money than anticipated. This surplus will be appropriated to the next fiscal year.

PARKS & RECREATION SPECIAL REVENUE FUND

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	401,607	397,466	401,588	468,119	468,119
20	CONTRACTUAL SERVICES	200,998	237,209	288,035	293,142	293,142
30	SUPPLIES & MATERIALS	48,037	50,626	65,075	59,740	59,740
40	BUSINESS & TRAVEL	2,631	3,023	3,235	3,235	3,235
50	CAPITAL OUTLAY	0	0	4,575	26,500	26,500
	GRAND TOTAL	653,273	688,324	762,508	850,736	850,736
<u>SUMMARY BY DEPARTMENT:</u>						
59	PARKS AND RECREATION	653,273	688,324	762,508	850,736	850,736
	GRAND TOTAL	653,273	688,324	762,508	850,736	850,736
<u>SUMMARY BY REVENUE SOURCE:</u>						
	MISCELLANEOUS	94	0	0	14,280	14,280
	INVESTMENT INCOME	7,556	535	5,000	500	500
	SERVICE CHARGES	660,530	738,494	757,508	835,956	835,956
	GRAND TOTAL	668,180	739,029	762,508	850,736	850,736

PARKS & RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

FY 12 Approved Budget	\$850,736
FY 11 Approved Budget	\$762,508
\$ increase	\$88,228
% increase	11.57%

The \$88,228 increase in Parks and Recreation Special Revenue Fund revenues is the result of:

	FY 11	FY 12	CHANGE	
o	757,508	835,956	78,448	<u>Service Charges</u> - account for receipts from various facilities and equipment, for example, the skateboard park, the Showmobile stages rentals and the Emmorton Recreation and Tennis Center, etc.

FY 12 projected revenues are based on actual receipt history.

	FY 11	FY 12	Change
Skateboard Facility	15,000	7,500	(7,500)
Emmorton Recreation & Tennis Center	300,000	264,456	(35,544)
Oakington Peninsula	325,000	370,000	45,000
Showmobile / Stage Rentals	9,000	12,000	3,000
Recreation Councils / Special Activities	108,508	182,000	73,492
	<u>757,508</u>	<u>835,956</u>	<u>78,448</u>

o	5,000	500	(4,500)	<u>Investment Income</u> - a decrease in investment income revenues for Fiscal Year 2012 based on actuals

o	0	14,280	14,280	<u>Miscellaneous Revenue</u> - FY 12 has 27 pay dates compared to 26 pay dates for a normal budget year. The last budget year that had 27 pay dates was FY 00. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years.

PARKS & RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

The \$88,228 net increase in the Parks and Recreation Special Revenue Fund appropriations is the result of:

	FY 11	FY 12	CHANGE								
o		14,281	14,281 Additional funds provided for a 27th pay which will occur in FY 12								
o		65,520	65,520 50% of a Recreation Specialist V transferred from Parks & Recreation - Recreational Services - #593000								
			<table> <tr> <th># of Positions</th><th>Salary</th><th>Fringe</th><th>Total</th></tr> <tr> <td>0.50</td><td>45,752</td><td>19,768</td><td>65,520</td></tr> </table>	# of Positions	Salary	Fringe	Total	0.50	45,752	19,768	65,520
# of Positions	Salary	Fringe	Total								
0.50	45,752	19,768	65,520								
o	193,966	178,202	(15,764) Temporary Salaries - adjusted based on actual expense history								
o	50,462	56,797	6,335 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage								
o	3,267	2,365	(902) Worker's compensation rate adjustments								
o	23,801	21,954	(1,847) FICA adjustments								
o	19,500	12,500	(7,000) Overtime - decreased based on actual expense history at Emmorton Recreation & Tennis Center								
o	12,519	18,287	5,768 Pension/Retirement rate adjustments								
o	0	1,650	1,650 Uniforms - increase for t-shirts and jackets for attendants who are not part of the uniform rental program								
o	5,925	17,482	11,557 Grounds Maintenance - increase primarily for new mowing contract for Oakington and actual expense history								
o	76,471	86,521	10,050 Building/Custodial Services - net increase is the result of custodial services billed by Harford County Schools for programs paid for by the Recreational Councils +\$29,000 offset by one-time HVAC repairs at Oakington in FY 11 (\$18,950)								

PARKS & RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	27,000	13,800	(13,200) County Facility Repair & Renovations will be funded through a capital project in FY 12
o	103,808	94,517	(9,291) A number of line items were adjusted based on actual expense history

	FY 11	FY 12	Change
Water & Sewer	4,867	3,367	(1,500)
Other Advertising	8,445	6,000	(2,445)
Other Professional Services	9,846	9,500	(346)
Uniform Rental	700	350	(350)
Recreation Officials	33,000	34,500	1,500
Paper Supplies	2,250	1,850	(400)
Janitorial Supplies & Equipment	4,300	4,000	(300)
Other Janitorial Supplies	700	250	(450)
Landscape & Grounds Materials	10,100	17,100	7,000
Building Supplies	21,200	11,000	(10,200)
Recreation Supplies	6,400	5,500	(900)
Chemicals in Bulk	2,000	1,100	(900)
	<u>103,808</u>	<u>94,517</u>	<u>(9,291)</u>

o	4,575	26,500	21,925 Equipment - funding provides for annual replacement of chairs, tables, additional sidewalls for tents, a new tractor, zero-turn mower and a trailer for Oakington.



Swan Harbor Pier

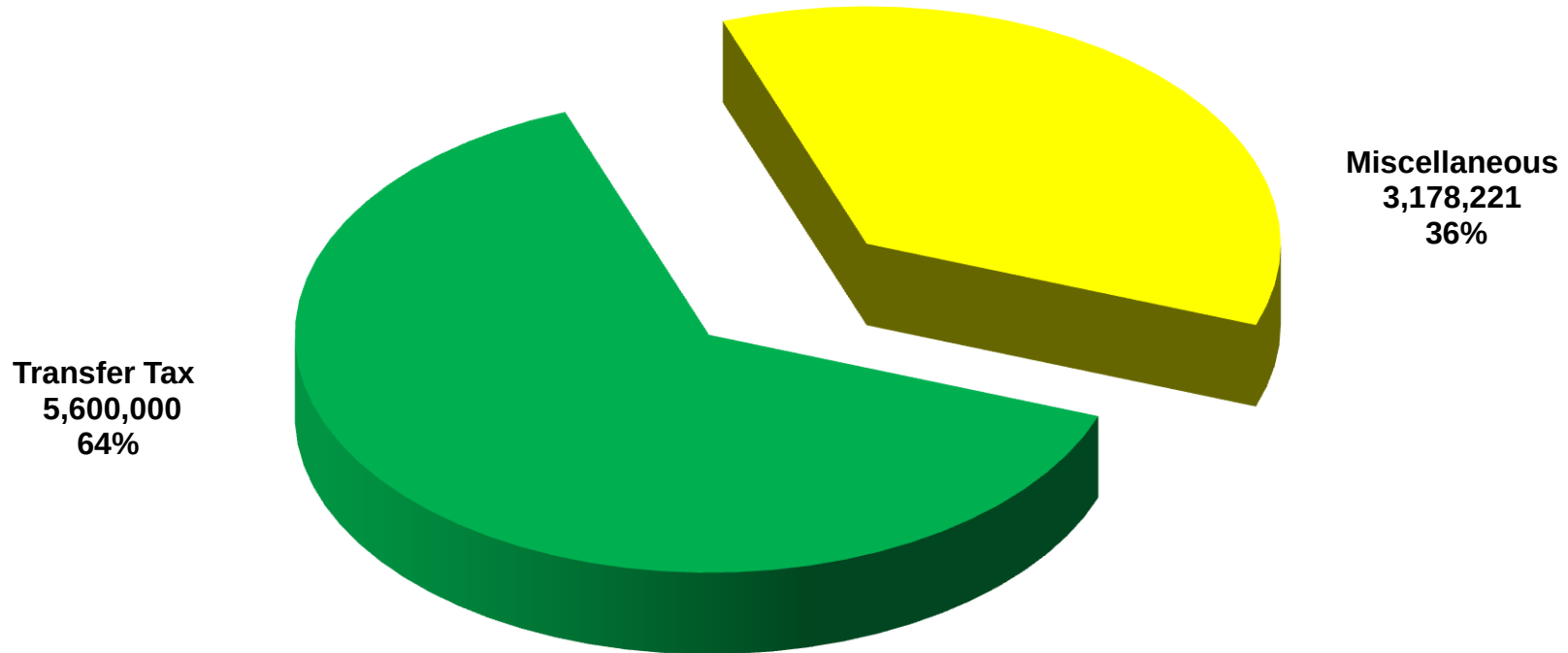
COUNTY - AG PRESERVATION

FY 12 APPROVED COUNTY - AG PRESERVATION REVENUE BREAKDOWN

TRANSFER TAX	64%	5,600,000	MISCELLANEOUS	36%	3,178,221
			Investment Income		161,001
			Proceeds from Lot Exclusion		15,000
			Proceeds from Installment Loan		3,000,000
			27th Pay Accrual		2,220

TOTAL COUNTY - AG PRESERVATION REVENUES	8,778,221

**COUNTY - AG PRESERVATION
REVENUES
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$8,778,221**



FY 12 APPROVED COUNTY - AG PRESERVATION APPROPRIATIONS BREAKDOWN

**AG PRESERVATION -
COUNTY**

52%

4,530,913

DEBT SERVICE

48%

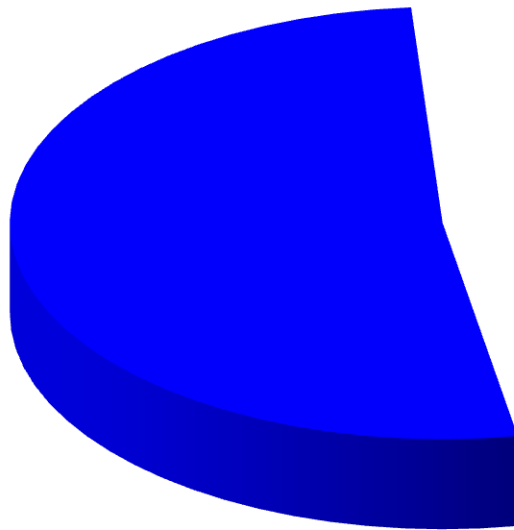
4,247,308

TOTAL COUNTY - AG PRESERVATION APPROPRIATIONS

8,778,221

**COUNTY - AG PRESERVATION
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$8,778,221**

**Ag Preservation -
County
4,530,913
52%**



**Debt Service
4,247,308
48%**

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.

Recent changes to the program has further demonstrated the County's commitment whereby the base value and cap associated with the per acre price has been increased from \$10,000 to \$15,000, and a price per Development Right of \$135,000 is being offered.

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.

About 25% of the easement purchases are paid for by the County in cash; while 75% 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. These IPAs range in length from 10 to 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 lump sum 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.

As of June 2011, the County has acquired 45,765 acres of farm land through County and State Agricultural Preservation programs along with donated easements.

AGRICULTURAL PRESERVATION - COUNTY

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	76,981	72,495	72,931	79,312	79,312
20	CONTRACTUAL SERVICES	48,028	1,232	25,000	25,000	25,000
30	SUPPLIES & MATERIALS	0	0	250	0	0
50	CAPITAL OUTLAY	13,155,089	0	174,707	3,000,000	4,400,000
60	DEBT SERVICE	4,460,629	4,291,760	4,077,350	4,222,308	4,222,308
70	MISCELLANEOUS	0	736,680	763,463	51,601	51,601
	GRAND TOTAL	<u>17,740,727</u>	<u>5,102,167</u>	<u>5,113,701</u>	<u>7,378,221</u>	<u>8,778,221</u>

SUMMARY BY DEPARTMENT:

06	PLANNING & ZONING	13,232,070	809,175	1,011,101	3,130,913	4,530,913
66	DEBT SERVICE	4,508,657	4,292,992	4,102,600	4,247,308	4,247,308
	GRAND TOTAL	<u>17,740,727</u>	<u>5,102,167</u>	<u>5,113,701</u>	<u>7,378,221</u>	<u>8,778,221</u>

SUMMARY BY REVENUE SOURCE:

	TRANSFER TAX	4,573,265	5,549,153	5,085,000	4,200,000	5,600,000
	FUND BALANCE APPROPRIATION	0	0	0	0	0
	INVESTMENT INCOME	3,104,478	4,389,123	13,701	161,001	161,001
	MISCELLANEOUS REVENUES	6,042,582	18,927	15,000	3,017,220	3,017,220
	GRAND TOTAL	<u>13,720,325</u>	<u>9,957,203</u>	<u>5,113,701</u>	<u>7,378,221</u>	<u>8,778,221</u>

AGRICULTURAL PRESERVATION - COUNTY

FINANCIAL NOTES:

FY 12 Approved Budget	\$8,778,221
FY 11 Approved Budget	\$5,113,701
\$ growth	\$3,664,520
% growth	71.66%

The \$3,664,520 net increase in Agricultural Preservation - County Fund revenues is projected to result from:

	FY 11	FY 12	CHANGE	
o	5,085,000	5,600,000	515,000	<u>Transfer Tax</u> - Fiscal Year 2012 budget for Transfer Tax is based on actual collections for Fiscal Year 2011
o		2,220	2,220	Accrued Payroll - 27th Pay - FY 12 has 27 pay dates compared to 26 for a normal year. Harford County has been accruing or setting aside funds to have a revenue source to fund this extra pay date over the past 11 years. The last budget year with 27 pay dates was FY 00.
o	13,701	161,001	147,300	<u>Investment Income</u> - interest income on investments purchased for the agricultural preservation is projected to be higher in FY 2012, which is reflective of FY 11 actual revenues
				<u>Miscellaneous Revenues:</u>
o	15,000	15,000	0	"Proceeds from Lot Exclusions" are proceeds from landowners who have entered into the Ag Preservation Program, and who wish to take advantage of the two acre lot exclusion for themselves or their children. Proceeds will be based on the original per acre price paid to the landowner at the time of settlement.
o		3,000,000	3,000,000	Proceeds From Installment Loans - For FY 2012, we are anticipating purchasing additional land easements for agricultural land preservation which will be financed from proceeds on installment contracts with the landowner

AGRICULTURAL PRESERVATION - COUNTY

FINANCIAL NOTES:

The \$3,664,520 net increase in funding for the Agricultural Preservation - County Fund is the result of:

	FY 11	FY 12	CHANGE
o	1,540	1,115	(425) Worker's Compensation rate adjustment
o	3,923	6,219	2,296 Pension/Retirement rate adjustment
o	15,830	18,120	2,290 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o		2,220	2,220 Additional funds provided for a 27th pay which will occur in FY 12
o	938,170	4,400,000	3,461,830 Ag Preservation intangibles - we anticipate purchasing an additional \$3,461,830 of land easements for agricultural preservation in FY 12
o	920,544	1,116,128	195,584 Principal Payments
o	3,131,806	3,081,180	(50,626) Interest Payments
o		51,601	51,601 Unanticipated Needs - excess funds over the amount anticipated for ag purchases based on estimated revenues. If required for Ag purchases it will be transferred to that line item, if not needed it will revert back to fund balance.



STATE - AG PRESERVATION

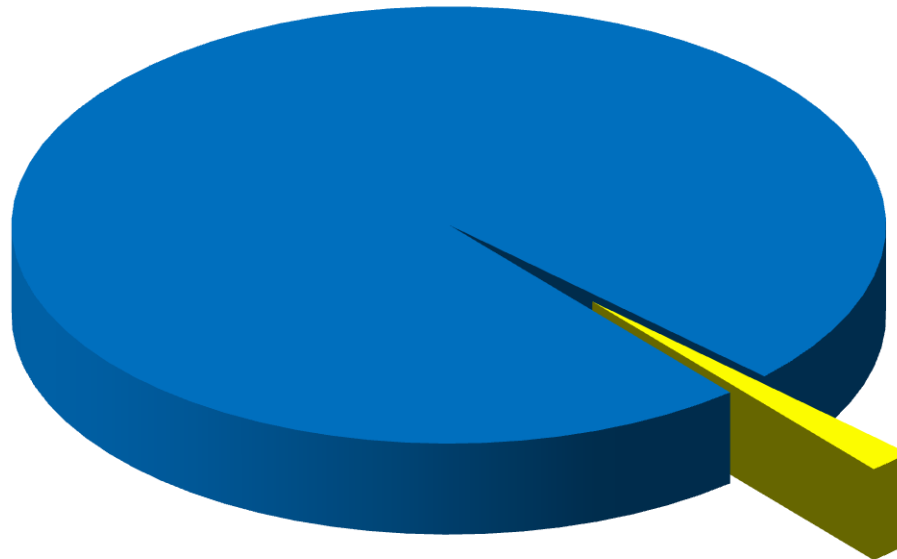
FY 12 APPROVED STATE - AG PRESERVATION REVENUE BREAKDOWN

INTERGOVERNMENTAL / STATE	98%	115,000	INVESTMENT INCOME	2%	2,000

TOTAL STATE - AG PRESERVATION REVENUES	117,000

**STATE - AG PRESERVATION
REVENUES
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$117,000**

Intergovernmental/State
115,000
98%



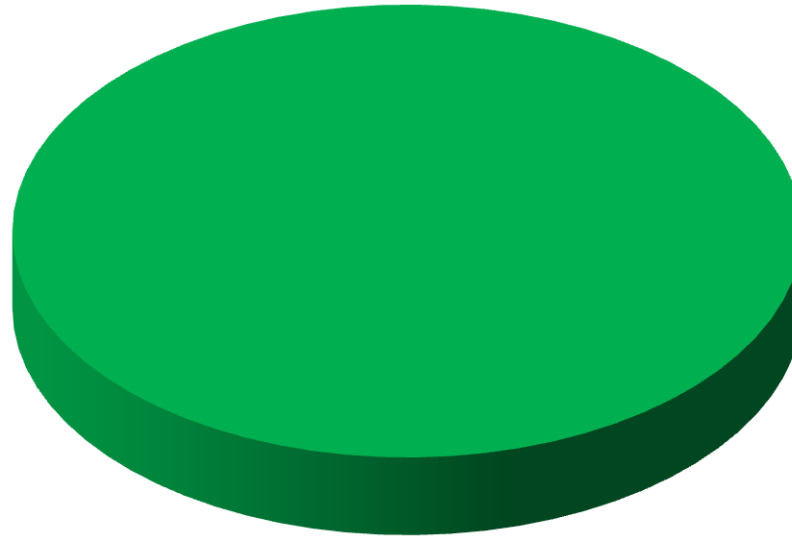
Investment Income
2,000
2%

FY 12 APPROVED STATE - AG PRESERVATION APPROPRIATION BREAKDOWN

AG PRESERVATION - STATE	100%	117,000

TOTAL STATE - AG PRESERVATION APPROPRIATIONS	117,000

**STATE - AG PRESERVATION
APPROPRIATIONS
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$117,000**



Ag Preservation - State
117,000
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. 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:

- o a portion of the State's Property Transfer Tax, which is assessed on all real property transfers
- o local subdivision matching funds for easement purchases
- o 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 with the local as follows:
 - ◇ 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.

As of June 2011, the County has acquired 45,765 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

AGRICULTURAL PRESERVATION - STATE

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
20	CONTRACTUAL SERVICES	0	0	1,000	500	500
30	SUPPLIES AND MATERIALS	1,884	61	3,400	1,800	1,800
40	BUSINESS AND TRAVEL	313	246	1,350	550	550
70	MISCELLANEOUS	1,154,902	230,023	81,250	84,150	84,150
	GRAND TOTAL	<u>1,187,099</u>	<u>260,330</u>	<u>117,000</u>	<u>117,000</u>	<u>117,000</u>
	<u>SUMMARY BY DEPARTMENT:</u>					
06	PLANNING & ZONING	1,187,099	260,330	117,000	117,000	117,000
		<u>1,187,099</u>	<u>260,330</u>	<u>117,000</u>	<u>117,000</u>	<u>117,000</u>
	<u>SUMMARY BY REVENUE SOURCE:</u>					
	TRANSFER TAX - STATE	87,132	174,615	115,000	115,000	115,000
	INVESTMENT INCOME	17,886	(1,335)	2,000	2,000	2,000
	GRAND TOTAL	<u>105,018</u>	<u>173,280</u>	<u>117,000</u>	<u>117,000</u>	<u>117,000</u>

AGRICULTURAL PRESERVATION - STATE

FINANCIAL NOTES:

FY 12 Approved Budget	\$117,000
FY 11 Approved Budget	\$117,000
\$ decline	\$0
% decline	0.00%

The \$0 change in Agricultural Preservation - State Fund revenues are projected as follows:

	FY 11	FY 12	CHANGE
o	2,000	2,000	0 <u>Investment Income</u> - FY 12 Investment Income is expected to decrease due to the size and makeup of the investment portfolio and rate of return.
o	115,000	115,000	0 <u>Transfer Tax State</u> - Harford County's Agricultural Land Preservation Program is Certified. For FY 12 it is projected to increase due to ability to apply excess funds from prior years to the program.

AGRICULTURAL PRESERVATION - STATE

FINANCIAL NOTES:

The \$0 net change in funding for the Agricultural Preservation - State Fund are appropriated as follows:

	FY 11	FY 12	CHANGE	
o	30,000	30,000	0	This revenue is used by the County to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator.
o	5,150	2,250	(2,900)	Line items were adjusted based on actual expense history or state of the economy:
	FY 11	FY 12	Change	
	1,000	500	(500)	Other Professional Services
	2,000	1,000	(1,000)	Printing - Commercial
	800	200	(600)	Delivery Charges
	500	200	(300)	Mileage
	100	50	(50)	Parking
	100	300	200	Meals
	150	0	(150)	Lodging
	500	0	(500)	Training Seminars, Courses & Meetings
	<u>5,150</u>	<u>2,250</u>	<u>(2,900)</u>	
o	81,250	84,150	2,900	Harford County's match to MALPF for easement purchases the Foundation will make on the County's behalf.

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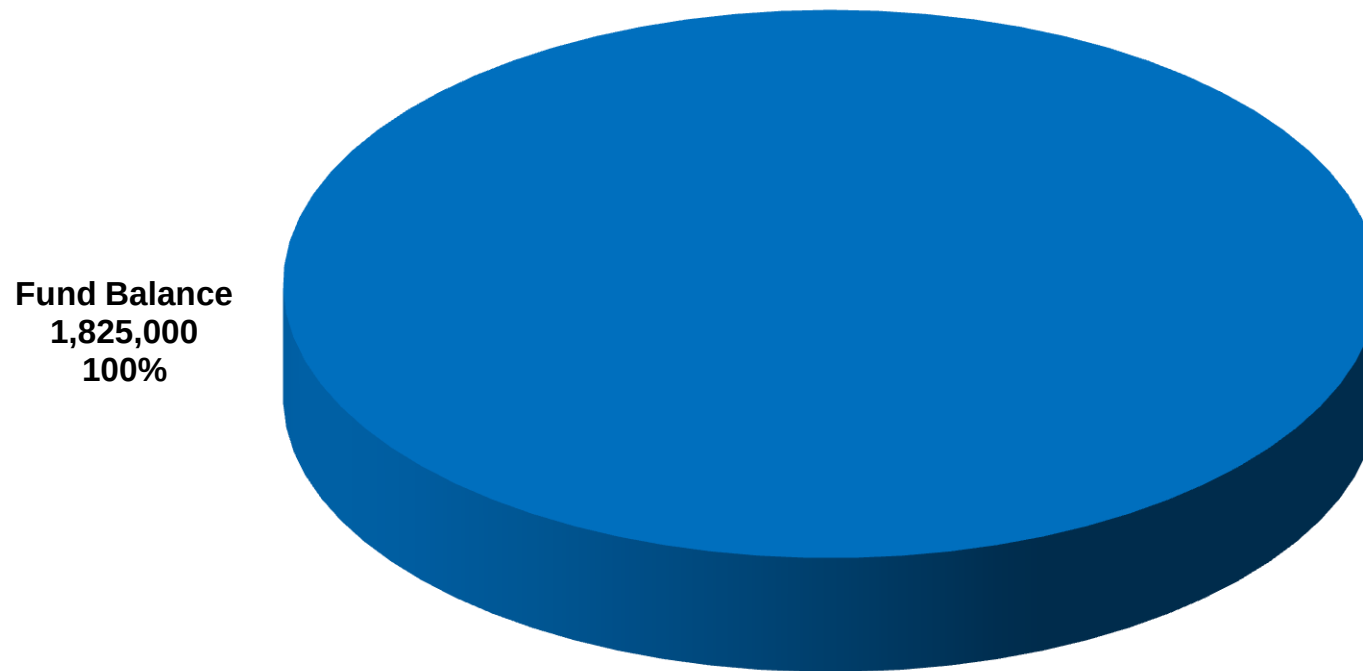
TAX INCREMENT FINANCING

FY 12 APPROVED TAX INCREMENT FINANCING REVENUE BREAKDOWN

FUND BALANCE APPROPRIATED	100%	1,825,000

TOTAL TAX INCREMENT FINANCING REVENUES	1,825,000

**TAX INCREMENT FINANCING
REVENUES**
Fiscal Year 2011 - 2012
TOTAL APPROVED BUDGET \$1,825,000

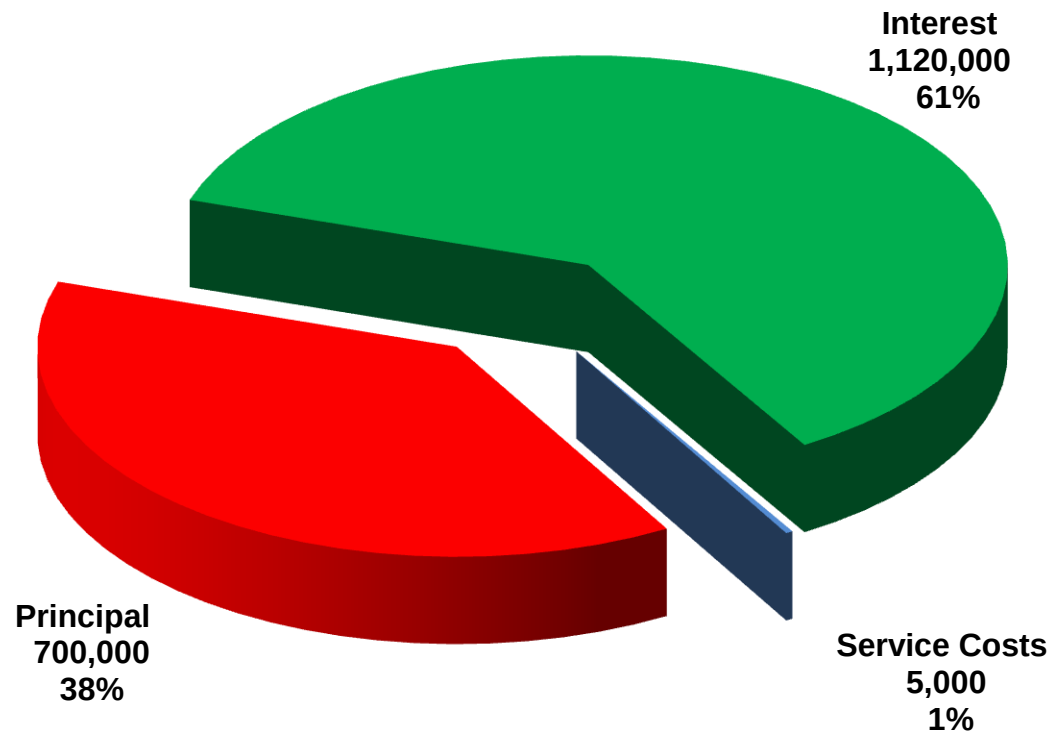


**FY 12 APPROVED TAX INCREMENT FINANCING
APPROPRIATIONS BREAKDOWN**

PRINCIPAL	38%	700,000	INTEREST	61%	1,120,000
			SERVICE COSTS	1%	5,000

TOTAL TAX INCREMENT FINANCING APPROPRIATIONS	1,825,000

**TAX INCREMENT FINANCING
APPROPRIATIONS
Fiscal Year 2011- 2012
TOTAL APPROVED BUDGET \$1,825,000**



TAX INCREMENT FINANCING

ORIGIN/PURPOSE:

The Beechtree Estates Tax Increment Fund and the Beechtree Estates Special Taxes Fund are special funds that were authorized by Bill No. 10 -10. The Bill established both a development district and a special taxing district that are virtually coincident contiguous geographic areas of approximately 300 acres within the designated growth and priority funding areas and are known as Beechtree Estates Development District and the Beechtree Estates Special Taxing District.

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 benefitting 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.

TAX INCREMENT FINANCING

FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
60	DEBT SERVICE	0	0	2,900,000	1,825,000	1,825,000
	GRAND TOTAL	0	0	2,900,000	1,825,000	1,825,000
	<u>SUMMARY BY DEPARTMENT:</u>					
66	DEBT SERVICE	0	0	2,900,000	1,825,000	1,825,000
	GRAND TOTAL	0	0	2,900,000	1,825,000	1,825,000
	<u>SUMMARY BY REVENUE SOURCE:</u>					
	FUND BALANCE APPROPRIATION	0	0	0	1,825,000	1,825,000
	MISCELLANEOUS	0	0	2,900,000	0	0
	GRAND TOTAL	0	0	2,900,000	1,825,000	1,825,000

TAX INCREMENT FINANCING

FINANCIAL NOTES:

FY 12 Approved Budget	\$1,825,000
FY 11 Approved Budget	\$2,900,000
\$ decline	(\$1,075,000)
% decline	(37.07%)

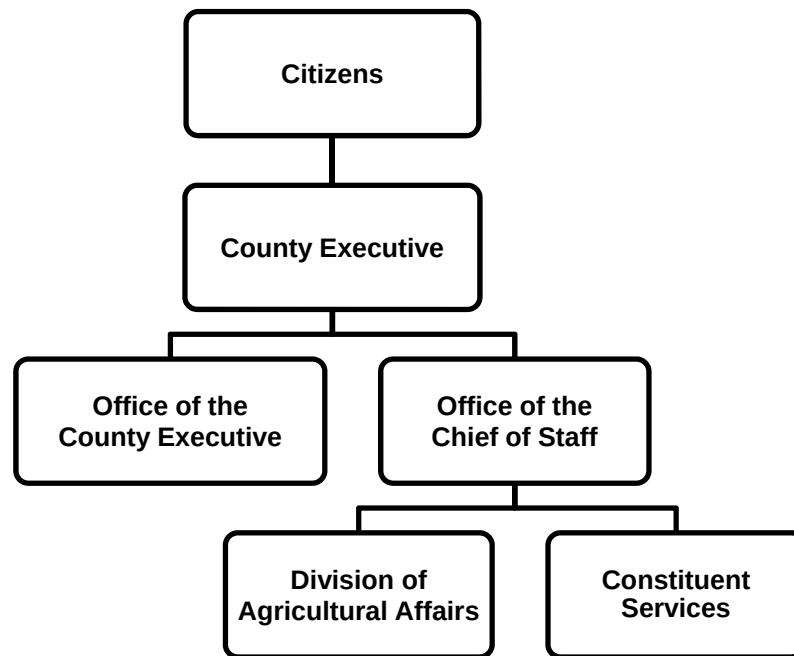
The (\$1,075,000) decline in revenues for Tax Increment Financing is the result of:

	FY 11	FY 12	CHANGE	
o		1,825,000	1,825,000	Fund Balance Appropriated
o	2,900,000	0	(2,900,000)	Bonds to be authorized

The (\$1,075,000) decrease in funding for FY 12 is due to the adjusted amounts due on outstanding debt:

o	1,450,000	700,000	(750,000)	Principal
o	850,406	1,120,000	269,594	Interest
o	599,594	5,000	(594,594)	Service Costs

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:

- o preparing and submitting to the Council the annual County budget;
- o 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;
- o providing the Council with any information concerning the Executive Branch which the Council may require for the exercise of its powers;
- o recommending to the Council such measures for legislative action as may be deemed to be in the best interests of the County;
- o insuring that County funds in excess of those required for immediate needs are invested in the best interests of the County;
- o signing or causing to be signed on the County's behalf all deeds, contracts, and other instruments; and
- o 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.

By order of the County Executive of Harford County, Maryland a new Article XXXVIA, heading "Office of Chief of Staff", was added to Chapter 9, of the Harford County Code, as amended, on January 12, 2006. This hereby created the Office of Chief of Staff pursuant to Sections 413 of the Charter of Harford County, Maryland, which shall be in the Executive Branch of the county government.

The Division of Agricultural Affairs was established in FY 08 to facilitate the coordination of all agriculturally related activities in the County, and to advise the County Executive on agricultural related issues.

The Division of Constituent Services was established as a result of Executive Order 10-05 that abolished the Office of Governmental and Community Relations, and transferred the responsibilities of responding to citizen inquiries, complaints, and issues to this new division.

COUNTY EXECUTIVE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	786,239	784,944	1,158,082	1,198,915	1,198,915
20	CONTRACTUAL SERVICES	222,151	225,526	333,517	383,517	383,517
30	SUPPLIES & MATERIALS	26,917	27,688	47,050	47,050	47,050
40	BUSINESS & TRAVEL	33,091	37,236	71,550	71,550	71,550
50	CAPITAL OUTLAY	5,683	640	0	0	0
70	MISCELLANEOUS	693,606	330,521	411,694	378,194	378,194
80	INTERGOVERNMENTAL	159	99	2,500	2,500	2,500
	GRAND TOTAL	1,767,846	1,406,654	2,024,393	2,081,726	2,081,726
<u>SUMMARY BY FUND:</u>						
11	GENERAL	1,767,846	1,406,654	2,024,393	2,081,726	2,081,726
	GRAND TOTAL	1,767,846	1,406,654	2,024,393	2,081,726	2,081,726
<u>SUMMARY BY DIVISION:</u>						
011000	OFFICE OF THE COUNTY EXECUTIVE	1,068,691	747,239	893,829	906,526	906,526
013000	OFFICE OF CHIEF OF STAFF	230,503	226,119	404,374	445,226	445,226
014000	DIVISION OF AGRICULTURAL AFFAIRS	468,652	433,296	456,386	457,544	457,544
015000	CONSTITUENT SERVICES	0	0	269,804	272,430	272,430
	GRAND TOTAL	1,767,846	1,406,654	2,024,393	2,081,726	2,081,726

COUNTY EXECUTIVE

FINANCIAL NOTES:

The \$57,333 net increase in funding for County Executive is the result of:

	FY 11	FY 12	CHANGE	
o	827,329	841,164	13,835	Full-time Salaries
			2,705	Offset - County Executive statutorily prescribed salary increase in FY 11
			11,130	Salary adjustment based on the recommendations of the Department of Human Resources
			<u>13,835</u>	
o		(72,616)	(72,616)	Position abolished in Constituent Services, created in Economic Development and reclassified as an Administrative Assistant I
			# of Positions	Salary
			(1.0)	(48,900)
				Fringe
				(23,716)
				Total
				(72,616)
				Administrative Specialist I
o		36,755	36,755	Additional funds provided for a 27th pay which will occur in FY 12
o	68,063	107,005	38,942	Pension/Retirement rate adjustments
o	7,836	5,827	(2,009)	Workers' Compensation rate adjustments
o	189,676	215,008	25,332	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	63,498	64,092	594	FICA adjustments
o	250,000	300,000	50,000	Other Professional Services - professional services relating to constituent services will be outsourced

COUNTY EXECUTIVE

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE		FY 11	FY 12	Change
o	402,194	368,694	(33,500)	Grants & Contributions			
				Steppingstone Museum	15,000	12,000	(3,000)
				Havre de Grace Decoy Museum	15,000	12,000	(3,000)
				Concord Point Lighthouse	15,000	12,000	(3,000)
				Chesapeake Heritage Conservancy	15,000	12,000	(3,000)
				Havre de Grace Maritime Museum	15,000	12,000	(3,000)
				Susquehanna Lockhouse	15,000	12,000	(3,000)
				Ladew Gardens	10,000	10,000	0
				Harford County Historical Society	10,000	10,000	0
				Historical Society (for equipment purchase)	9,000	4,500	(4,500)
				Hosanna School	15,000	12,000	(3,000)
				Shock Trauma	10,000	10,000	0
				Maryland Historical Society	3,000	3,000	0
				Center for the Visual & Performing Arts	50,000	50,000	0
				Miscellaneous	34,794	34,794	0
				Community Crime/Drug Grants	100,000	100,000	0
				School Beautification	25,000	20,000	(5,000)
				Young Farmers	2,500	2,500	0
				Wind Energy / Anemometers	2,500	2,500	0
				Ag Challenge Training	5,000	5,000	0
				Commodity Ag Outreach grants	12,900	12,900	0
				Lower Susquehanna Heritage Greenway	15,000	12,000	(3,000)
				Forest Conservancy	7,500	7,500	0
					<u>402,194</u>	<u>368,694</u>	<u>(33,500)</u>

DEPARTMENT STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	51,058	1.00	51,058	0.00	0
Administrative Secretary II	1.00	52,599	1.00	52,599	1.00	52,599
Administrative Secretary III	1.00	68,990	1.00	68,990	1.00	68,990
Administrative Specialist I	1.00	47,133	2.00	97,800	1.00	53,611
Administrative Specialist II	0.00	0	2.00	116,363	2.00	117,627
Chief of Staff	1.00	105,664	1.00	105,664	1.00	110,947
County Executive	1.00	99,406	1.00	102,111	1.00	102,111
Deputy Chief of Staff	1.00	81,800	1.00	81,800	1.00	81,800
Management Analyst	1.00	78,332	1.00	78,332	0.00	0
Management Assistant I	0.00	0	0.00	0	1.00	50,930
Management Assistant II	0.00	0	1.00	75,317	2.00	153,649
FULL-TIME SALARIES	8.00	584,982	12.00	830,034	11.00	792,264
SALARY OFFSET		(89)		(2,705)		0
TEMPORARY SALARIES		5,000		0		0
SALARY TOTAL	8.00	589,893	12.00	827,329	11.00	792,264
OTHER PERSONAL SERVICES						
Pension & Retirement		56,275		68,063		102,995
Workers' Compensation		10,791		7,836		5,690
Health Benefits		124,752		189,676		199,320
FICA		45,134		63,498		60,351
Miscellaneous		1,120		1,680		1,540
TOTAL OTHER PERSONAL SERVICES		238,072		330,753		369,896
TOTAL 27TH PAY COSTS		0		0		36,755
FURLOUGH SAVINGS		(12,109)		0		0
TOTAL PERSONAL SERVICES	8.00	815,856 *	12.00	1,158,082	11.00	1,198,915

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: COUNTY EXECUTIVE

DIVISION: Office of the County Executive

INDEX: 011000

ORIGIN/PURPOSE:

Under Harford County's Charter, Article III, Sections 302 , all executive power in the administration of government is vested in the County Executive. The responsibilities of the office include preparing the Annual County Budget, overall management of County government, recommending legislation to the County Council; and signing all deeds, contracts and other instruments on behalf of the County.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	391,862	384,392	410,135	453,332	453,332
20	CONTRACTUAL SERVICES	25,989	55,833	56,300	56,300	56,300
30	SUPPLIES & MATERIALS	14,566	18,788	22,900	22,900	22,900
40	BUSINESS & TRAVEL	17,493	25,755	38,200	38,200	38,200
50	CAPITAL OUTLAY	2,225	0	0	0	0
70	MISCELLANEOUS	616,556	262,471	366,294	335,794	335,794
GRAND TOTAL		<u>1,068,691</u>	<u>747,239</u>	<u>893,829</u>	<u>906,526</u>	<u>906,526</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>1,068,691</u>	<u>747,239</u>	<u>893,829</u>	<u>906,526</u>	<u>906,526</u>

DEPARTMENT: COUNTY EXECUTIVE**DIVISION: Office of the County Executive****INDEX: 011000****FINANCIAL NOTES:**

The \$12,697 net increase in funding for County Executive - Office of the County Executive is the result of:

	FY 11	FY 12	CHANGE				
o	297,786	303,044	5,258	Full-time Salaries			
			2,553	Salary adjustment based on the recommendations of the Department of Human Resources			
			2,705	Salary Offset - County Executive's FY 11 statutorily prescribed salary increase			
			<u>5,258</u>				
o		14,063	14,063	Additional funds provided for a 27th pay which will occur in FY 12			
o	63,320	72,480	9,160	Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage			
o	24,640	39,396	14,756	Pension/Retirement rate adjustments per actuarial results			
o	841	606	(235)	Workers' Compensation rate adjustments per Treasury			
o	356,794	326,294	(30,500)	Grants & Contributions	FY 11	FY 12	Change
				Steppingstone Museum	15,000	12,000	(3,000)
				Havre de Grace Decoy Museum	15,000	12,000	(3,000)
				Concord Point Lighthouse	15,000	12,000	(3,000)
				Chesapeake Heritage Conservancy	15,000	12,000	(3,000)
				Havre de Grace Maritime Museum	15,000	12,000	(3,000)
				Susquehanna Lockhouse	15,000	12,000	(3,000)
				Ladew Gardens	10,000	10,000	0
				Harford County Historical Society	10,000	10,000	0
				Historical Society (for equipment purchase)	9,000	4,500	(4,500)
				Hosanna School	15,000	12,000	(3,000)
				Shock Trauma	10,000	10,000	0
				Maryland Historical Society	3,000	3,000	0
				Center for the Visual & Performing Arts	50,000	50,000	0
				Miscellaneous	34,794	34,794	0
				Community Crime/Drug Grants	100,000	100,000	0
				School Beautification	25,000	20,000	(5,000)
					<u>356,794</u>	<u>326,294</u>	<u>(30,500)</u>

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE
DIVISION: OFFICE OF THE COUNTY EXECUTIVE

Index No. 011000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	51,058	1.00	51,058	0.00	0
Administrative Secretary III	1.00	68,990	1.00	68,990	1.00	68,990
Administrative Specialist I	0.00	0	0.00	0	1.00	53,611 A
County Executive	1.00	99,406	1.00	102,111	1.00	102,111
Management Analyst	1.00	78,332	1.00	78,332	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	78,332 B
FULL-TIME SALARIES	4.00	297,786	4.00	300,491	4.00	303,044
SALARY OFFSET		(89)		(2,705)		0
SALARY TOTAL	4.00	297,697	4.00	297,786	4.00	303,044
OTHER PERSONAL SERVICES						
Pension & Retirement		28,647		24,640		39,396
Workers' Compensation		4,025		841		606
Health Benefits		62,376		63,320		72,480
FICA		22,781		22,988		23,183
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		118,389		112,349		136,225
TOTAL 27TH PAY COST		0		0		14,063
FURLOUGH SAVINGS		(6,163)		0		0
TOTAL PERSONAL SERVICES	4.00	409,923 **	4.00	410,135	4.00	453,332

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant II reclassified to Administrative Specialist I - #0442

B - One (1) Management Analyst reclassified to a Management Assistant II - #0003

DEPARTMENT: COUNTY EXECUTIVE

DIVISION: Office of Chief of Staff

INDEX: 013000

ORIGIN/PURPOSE:

By Order of the County Executive of Harford County, Maryland, a new Article XXXVIA, heading "Office of Chief of Staff", was added to Chapter 9, of the Harford County Code, as amended, on January 12, 2006.

The Office of Chief of Staff shall be responsible for the coordination and oversight of major county initiatives as assigned by the County Executive. The Office shall conduct research, analyze and interpret information, issues, proposals and problems to ensure that appropriate and complete information is provided to the County Executive for decision making and informational purposes. The Office of Chief of Staff may be assigned and shall do and perform such other and related duties as may be assigned to it by the County Executive.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	220,661	217,589	322,274	356,626	356,626
20	CONTRACTUAL SERVICES	1,283	2,000	64,500	71,000	71,000
30	SUPPLIES & MATERIALS	3,871	1,074	5,850	5,850	5,850
40	BUSINESS & TRAVEL	4,023	4,793	11,750	11,750	11,750
50	CAPITAL OUTLAY	665	640	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND EXP	0	23	0	0	0
	GRAND TOTAL	230,503	226,119	404,374	445,226	445,226
<u>FUNDING SOURCE:</u>						
11	GENERAL	230,503	226,119	404,374	445,226	445,226

DEPARTMENT: COUNTY EXECUTIVE

DIVISION: Office of Chief of Staff

INDEX: 013000

FINANCIAL NOTES:

The \$40,852 net increase in funding for County Executive - Office of Chief of Staff is the result of:

	FY 11	FY 12	CHANGE	
o	233,580	238,863	5,283	Full-time Salaries - salary adjustments based on the recommendations of the Department of Human Resources
o		11,074	11,074	Additional funds provided for a 27th pay which will occur in FY 12
o	19,154	31,052	11,898	Pension/Retirement rate adjustment
o	3,761	2,841	(920)	Workers' Compensation rate adjustment
o	47,490	54,360	6,870	Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	17,869	18,016	147	FICA adjustment
o	1,500	3,000	1,500	Telephone Service - additional phone costs due to consolidation of Public Information Office in the Division of the Chief of Staff
o	60,000	65,000	5,000	Other Professional Services - funds provided for legislative affairs increase per actual negotiated contract

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE
DIVISION: OFFICE OF CHIEF OF STAFF

Index No. 013000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	52,599	1.00	52,599	1.00	52,599
Chief of Staff	1.00	105,664	1.00	105,664	1.00	110,947
Management Assistant II	0.00	0	1.00	75,317	1.00	75,317
TOTAL FULL-TIME SALARIES	2.00	158,263	3.00	233,580	3.00	238,863
TEMPORARY SALARIES		5,000		0		0
SALARY TOTAL	2.00	163,263	3.00	233,580	3.00	238,863
OTHER PERSONAL SERVICES						
Pension & Retirement		15,225		19,154		31,052
Workers' Compensation		3,803		3,761		2,841
Health Benefits		31,188		47,490		54,360
FICA		12,490		17,869		18,016
Miscellaneous		280		420		420
TOTAL OTHER PERSONAL SERVICES		62,986		88,694		106,689
TOTAL 27TH PAY COSTS		0		0		11,074
FURLOUGH SAVINGS		(3,277)		0		0
TOTAL PERSONAL SERVICES	2.00	222,972	3.00	322,274	3.00	356,626

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: COUNTY EXECUTIVE

DIVISION: Division of Agricultural Affairs

INDEX: 014000

ORIGIN/PURPOSE:

The Division of Agricultural Affairs has been established in order to facilitate the coordination of all agriculturally related activities in the County, and to advise the County Executive on agricultural related issues. This office also serves as the County Executive's liaison to the agricultural community. Based on recommendations made by the Agricultural Economic Advisory Board, the Agricultural Economic Development initiatives previously performed by the Office of Economic Development will be conducted by the Division of Agricultural Affairs. This move has occurred out of recognition that agriculture remains one of the largest economic engines in the County and State. It also signifies the importance Harford County is placing on sustaining and strengthening the County's agricultural industry.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	173,716	182,963	185,669	204,827	204,827
20	CONTRACTUAL SERVICES	194,879	167,693	199,817	184,817	184,817
30	SUPPLIES & MATERIALS	8,480	7,826	9,500	9,500	9,500
40	BUSINESS & TRAVEL	11,575	6,688	16,000	16,000	16,000
50	CAPITAL OUTLAY	2,793	0	0	0	0
70	MISCELLANEOUS	77,050	68,050	45,400	42,400	42,400
80	INTERGOVERNMENTAL/INTERFUND	159	76	0	0	0
GRAND TOTAL		468,652	433,296	456,386	457,544	457,544
<u>FUNDING SOURCE:</u>						
11	GENERAL	468,652	433,296	456,386	457,544	457,544

DEPARTMENT: COUNTY EXECUTIVE

DIVISION: Division of Agricultural Affairs

INDEX: 014000

FINANCIAL NOTES:

The \$1,158 net increase in funding for County Executive - Division of Agricultural Affairs is the result of:

	FY 11	FY 12	CHANGE
o	130,306	132,730	2,424 Full-time Salaries - salary adjustments based on the recommendations of the Department of Human Resources
o		6,160	6,160 Additional funds provided for a 27th pay which will occur in FY 12
o	2,770	2,008	(762) Workers' Compensation rate adjustments
o	10,685	17,255	6,570 Pension / Retirement rate adjustments
o	31,660	36,240	4,580 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	9,968	10,154	186 FICA adjustment
o	170,000	155,000	(15,000) Other Professional Services - reduction due to state of the economy
o	45,400	42,400	(3,000) Grants and Contributions
	FY 11	FY 12	Change
	2,500	2,500	0 Young Farmers
	2,500	2,500	0 Wind Energy/Anemometers
	5,000	5,000	0 Ag Challenge Training
	12,900	12,900	0 Commodity Ag Outreach grants
	15,000	12,000	(3,000) Lower Susquehanna Heritage Greenway
	7,500	7,500	0 Forest Conservancy
	<u>45,400</u>	<u>42,400</u>	<u>(3,000)</u>

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE
DIVISION: DIVISION OF AGRICULTURAL AFFAIRS

Index No. 014000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	1.00	47,133	0.00	0	0.00	0
Administrative Specialist II	0.00	0	1.00	48,506	0.00	0
Deputy Chief of Staff	1.00	81,800	1.00	81,800	1.00	81,800
Management Assistant I	0.00	0	0.00	0	1.00	50,930 A
SALARY TOTAL	2.00	128,933	2.00	130,306	2.00	132,730
OTHER PERSONAL SERVICES						
Pension & Retirement		12,403		10,685		17,255
Workers' Compensation		2,963		2,770		2,008
Health Benefits		31,188		31,660		36,240
FICA		9,863		9,968		10,154
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		56,697		55,363		65,937
TOTAL 27TH PAY COSTS		0		0		6,160
FURLOUGH SAVINGS		(2,669)		0		0
TOTAL PERSONAL SERVICES	2.00	182,961 *	2.00	185,669	2.00	204,827

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Specialist II position reclassified as a Management Assistant I - #3503

COUNTY EXECUTIVE'S OFFICE - DIVISION OF AGRICULTURE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To ensure that agriculture remains a viable industry in Harford County.

Department Objective

To increase the economic viability of the agriculture industry.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$129,000	\$468,652	\$433,293	\$456,386	\$457,544
Number of staff	2	2	2	2	2
<u>Output:</u>					
Number of farmers contacted regarding grant opportunities	300	300	300	300	300
Number of ag businesses contacted regarding expansions and improvements	25	25	25	25	22
Number of students educated on the importance of agriculture	3,000	3,200	3,200	3,000	4,000
<u>Efficiency:</u>					
Percent of total population of farmers reached	50%	20%	20%	60%	60%
Percent of farmers satisfied with level of services	90%	90%	90%	90%	90%
Number of farmers who assisted with education	20	18	18	20	10
<u>Service Quality:</u>					
Percentage of farmers contacted that responded	5%	5%	5%	10%	10%
<u>Outcome:</u>					
Number of farms that completed expansion	N/A*	5	5	5	5

Explanation and Analysis of Performance Measures

The Division of Agriculture provides critical information, responds, and assists farmers with Agricultural Program criteria. It is important to give guidance, support, and assistance to existing and prospective farmers relating to the Agricultural Program so that farmers are well educated in the agricultural process. The number of farms that have completed expansions with the help of the Agricultural Program has remained low as a result of the downturn in the economy.

Major Related Plans and Policies

Land Use Master Plan; Land Preservation

*N/A - These are new measures being tracked by the Division of Agriculture, therefore some data for previous years is unavailable.

** Estimate for Budget year 2010

DEPARTMENT: COUNTY EXECUTIVE

DIVISION: Constituent Services

INDEX: 015000

ORIGIN/PURPOSE:

This office responds to citizen inquiries, complaints and coordinates responses to citizen issues with either County, State, or Federal agencies. This office also provides representation from the Administration at community events and functions. These duties were previously performed by the Office of Governmental and Community Relations. In an effort to improve efficiency in government Executive Order 10-05 was established to abolish the Office of Governmental and Community Relations and have these functions absorbed by other existing Executive Branch departments.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	240,004	184,130	184,130
20	CONTRACTUAL SERVICES	0	0	12,900	71,400	71,400
30	SUPPLIES & MATERIALS	0	0	8,800	8,800	8,800
40	BUSINESS & TRAVEL	0	0	5,600	5,600	5,600
80	INTERGOVERNMENTAL/INTERFUND	0	0	2,500	2,500	2,500
	GRAND TOTAL	0	0	269,804	272,430	272,430
<u>FUNDING SOURCE:</u>						
11	GENERAL	0	0	269,804	272,430	272,430

DEPARTMENT: COUNTY EXECUTIVE**DIVISION: Constituent Services****INDEX: 015000****FINANCIAL NOTES:**

The \$2,626 net increase in funding for County Executive - Constituent Services is the result of:

	FY 11	FY 12	CHANGE
o		(72,616)	(72,616) Position abolished; created in Economic Development and reclassified as an Administrative Assistant I
			# of Positions Salary Fringes Total
			(1.0) (48,900) (23,716) (72,616) Administrative Specialist I
o		5,458	5,458 Additional funds provided for a 27th pay which will occur in FY 12
o	165,657	166,527	870 Full-time Salaries - salary adjustments based on the recommendations of the Department of Human Resources
o	13,584	19,302	5,718 Pension/Retirement rate adjustment
o	464	372	(92) Workers' Compensation rate adjustment
o	47,206	51,928	4,722 Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	12,673	12,739	66 FICA adjustment
o	2,500	1,000	(1,500) Telephone Services - decrease due to County-wide Share Plan
o	10,000	70,000	60,000 Other Professional Services - professional services relating to constituent services will be outsourced

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE
DIVISION: CONSTITUENT SERVICES

Index No. 015000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	2.00	97,800	0.00	0 A
Administrative Specialist II	0.00	0	1.00	67,857	2.00	117,627 B
SALARY TOTAL	0.00	0	3.00	165,657	2.00	117,627
OTHER PERSONAL SERVICES						
Pension & Retirement		0		13,584		15,292
Workers' Compensation		0		464		235
Health Benefits		0		47,206		36,240
FICA		0		12,673		8,998
Miscellaneous		0		420		280
TOTAL OTHER PERSONAL SERVICES		0		74,347		61,045
TOTAL 27TH PAY COSTS		0		0		5,458
TOTAL PERSONAL SERVICES	0.00	0	3.00	240,004	2.00	184,130

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

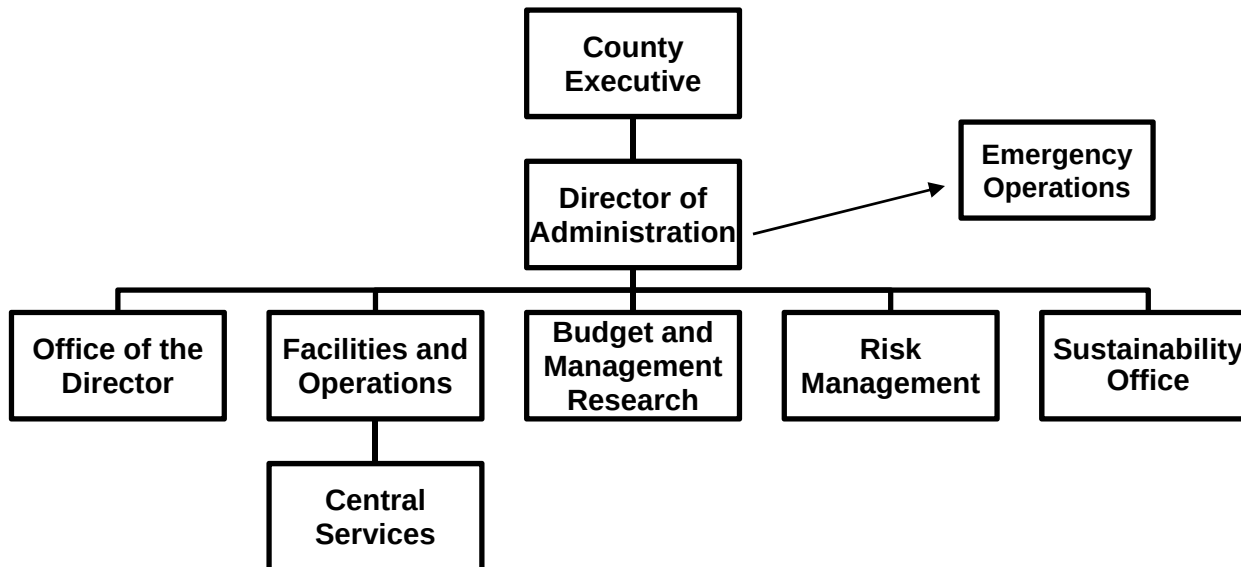
A - One (1) vacant Administrative Specialist I position abolished, created in Economic Development and reclassified as an Administrative Assistant I - #1578

B - One (1) Administrative Specialist I position upgraded to an Administrative Specialist II - #1860



Bel Air Courthouse

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 Department of Administration provides support services to all County government departments and agencies. Included under Administration are the division of the Director of Administration, Facilities and Operations, Central Services, Budget and Management Research, Sustainability Office and Risk Management. Each division's supervisor reports to the Director of Administration.

The Division of Emergency Services, though funded as a separate budget, is an additional responsibility of the Director of Administration, who is the liaison between County government and the County's 12 Volunteer Fire Companies.

MISSION STATEMENT:

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

FY '11 - '12 KEY GOALS:

- 1 TO UTILIZE BEST PRACTICES TO PROVIDE RESPONSIVE, EFFICIENT, AND EFFECTIVE SERVICE TO CITIZENS, BUSINESSES, AND GOVERNMENT AGENCIES
- 2 TO PROVIDE THE UNDERLYING TECHNOLOGY REQUIRED TO ASSIST COUNTY AGENCIES IN PROVIDING EFFECTIVE SUPPORT TO CITIZENS
- 3 TO IMPLEMENT THE MOST EFFECTIVE PROCEDURES TO CONTROL AND PAY FOR ACCIDENT LOSSES

ADMINISTRATION

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	7,929,468	7,140,047	6,652,329	4,807,607	4,807,607
20	CONTRACTUAL SERVICES	3,274,490	2,970,825	3,505,306	1,839,571	1,839,571
30	SUPPLIES & MATERIALS	493,163	478,322	557,600	498,398	498,398
40	BUSINESS & TRAVEL	136,022	120,632	179,550	121,780	121,780
50	CAPITAL OUTLAY	24,545	32,405	0	0	0
70	MISCELLANEOUS	171,188	57,700	40,000	45,000	45,000
80	INTER-GOVERNMENTAL/INTERFUND	17,168	36,743	36,864	0	0
	GRAND TOTAL	12,046,044	10,836,674	10,971,649	7,312,356	7,312,356
<u>SUMMARY BY FUND:</u>						
11	GENERAL	12,046,044	10,836,674	10,971,649	7,312,356	7,312,356
	GRAND TOTAL	12,046,044	10,836,674	10,971,649	7,312,356	7,312,356
<u>SUMMARY BY DIVISION:</u>						
021000	DIRECTOR OF ADMINISTRATION	908,750	481,438	433,378	441,599	441,599
021500	SUSTAINABILITY OFFICE	0	0	0	275,709	275,709
022000	FACILITIES AND OPERATIONS	4,806,006	4,622,801	4,796,331	3,853,541	3,853,541
023100	CENTRAL SERVICES	921,767	580,254	582,157	618,452	618,452
024000	BUDGET & MANAGEMENT RESEARCH	718,600	651,635	637,423	612,732	612,732
026000	INFORMATION SYSTEMS ADMINISTRATION	934,744	918,419	0	0	0
027000	COMPUTER SUPPORT CENTER	1,157,090	1,165,926	0	0	0
028000	MANAGEMENT INFORMATION SYSTEMS	1,940,817	1,752,539	0	0	0
028100	INFORMATION & COMMUNICATION TECH	0	0	3,839,526	0	0
029000	RISK MANAGEMENT	658,270	663,662	682,834	1,510,323	1,510,323
	GRAND TOTAL	12,046,044	10,836,674	10,971,649	7,312,356	7,312,356

ADMINISTRATION

FINANCIAL NOTES:

The (\$3,659,293) net decrease in funding for Administration is the result of:

	FY 11	FY 12	CHANGE	
o	4,610,574	4,657,463	46,889	Full-time Salaries
			12,192	Salary adjustments based on the recommendations of the Department of Human Resources
			56,720	Staff Turnover <u>1.23%</u>
			(22,023)	Salary Offset - net of a vacant Maintenance Mechanic II @ (\$39,900) and restoration of
			<u>46,889</u>	EECBG grant offset @ \$17,877
o	116,524	117,642	1,118	Part-time Salaries - turnover of a Custodial Worker
o		80,578	80,578	The net result of transfers within the Department of Administration:
			# of Positions	Salary
			0.00	32,036
				Fringe
				48,542
				Total
				80,578
o	(2,255,288)	(2,255,288)		The net result of transfers to other Departments outside the Department of Administration:
			# of Positions	Salary
			0.00	(1,708,024)
				Fringe
				(547,264)
				Total
				(2,255,288)
o	(129,731)	(129,731)		The net result of abolished positions in the Department of Administration:
			# of Positions	Salary
			(0.50)	(14,544)
			(0.50)	(14,544)
			(1.00)	(55,000)
			(1.00)	(84,088)
				Fringe
				(18,417)
				(2,385)
				(24,841)
				(45,643)
				Total
				(32,961)
				(16,929)
				(79,841)
				(129,731)
o	113,558	113,558		The net result of created positions in the Department of Administration:
			# of Positions	Salary
			1.00	29,088
			1.00	38,703
			2.00	67,791
				Fringe
				25,037
				20,730
				45,767
				Total
				54,125
				59,433
				113,558
				Full-time Custodial Worker II
				Mail Room Clerk Messenger

ADMINISTRATION

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o		143,548	143,548 Additional funds provided for a 27th pay which will occur in FY 12
o	386,062	505,647	119,585 Pension / Retirement rate adjustments
o	80,460	63,957	(16,503) Workers' Compensation rate adjustment
o	1,007,320	1,076,780	69,460 Health Benefits are adjusted for a 15% cost increase as well as staff opting for changes in level of coverage
o	71,620	52,820	(18,800) Overtime and Shift Differential adjusted based on actual expense history
o	366,749	367,613	864 FICA adjustments
o	36,150	20,666	(15,484) Office Equipment - decrease due to state of the economy and the elimination of equipment
o	1,940,515	270,270	(1,670,245) Line items adjusted due to Information & Communication Technology becoming a department in FY 12:

FY 11	FY 12	Change	
234,300	147,390	(86,910)	Telephone Service
125,000	0	(125,000)	Internet Line Services
405,000	0	(405,000)	Other Professional Services
417,880	0	(417,880)	Data Processing Hardware - Maintenance
546,585	0	(546,585)	Data Processing Software - Maintenance
3,500	0	(3,500)	Data Processing Software - Leased
6,700	0	(6,700)	Computer Software
6,000	900	(5,100)	Computer Hardware Components
16,900	650	(16,250)	Computer Supplies
28,800	26,200	(2,600)	County Owned Vehicles
38,500	36,400	(2,100)	Fuel Charges
5,500	5,300	(200)	Non Targeted Charges - FVS
9,100	4,500	(4,600)	Mileage
3,950	1,700	(2,250)	Transportation Costs
5,600	4,300	(1,300)	Meals
7,500	2,600	(4,900)	Lodging
2,350	1,500	(850)	Professional Books & Periodicals
38,150	34,730	(3,420)	Membership Fees & Dues
39,200	4,100	(35,100)	Training, Seminars, Courses
<u>1,940,515</u>	<u>270,270</u>	<u>(1,670,245)</u>	

ADMINISTRATION

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	21,000	13,500	(7,500) Management Services - Decrease in Facilities & Operations for testing facilities for hazardous materials, based on actuals; decrease in Risk Management for Defensive Drivers Seminars, Safety Training, RFID, and RMS based on actuals.
o	116,653	116,667	14 Other Professional Services - Budget - application for GFOA @ \$900; Central Services - funds for NMARC crew to scan County documents @ \$15,000; Facilities & Operations - funds for mosquito spraying @ \$20,889; Director of Administration - management studies @ \$50,000; and Risk Management appraisals @ \$29,878
o	200,000	170,000	(30,000) County Facility Repair and Renovations - funds reduced based on actual expense history and state of the economy
o	3,000	0	(3,000) Engineering Services - funding eliminated in Facilities & Operations due to state of the economy
o	80,000	124,460	44,460 Building / Custodial Services - Facilities & Operations - increase due to contractual custodial services
o	713,100	614,998	(98,102) Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change
	85,000	75,000	(10,000) Heating Fuel (Gas)
	50,000	29,000	(21,000) Heating Fuel (Oil)
	45,000	43,000	(2,000) Water & Sewer
	25,000	0	(25,000) Other Contractual Services
	60,000	55,000	(5,000) Snow Removal
	35,600	16,200	(19,400) General Office Supplies
	56,000	51,000	(5,000) Grounds Maintenance
	3,000	2,000	(1,000) Other Supplies & Materials
	22,600	19,250	(3,350) Printing Commercial
	3,000	0	(3,000) Duplicating Machine Supplies
	252,900	244,548	(8,352) General Office Mailing
	35,000	30,000	(5,000) Janitorial Supplies & Equipment
	40,000	50,000	10,000 Building Supplies
	<u>713,100</u>	<u>614,998</u>	<u>(98,102)</u>
o	25,000	45,000	20,000 Grants & Contributions - increase due to relocation of funds to cover impact fees on nonprofit agency home construction
o	15,000	0	(15,000) Interfund Reimbursements - funds provided to the Highways Fund for work performed in support of Facilities & Operations eliminated due to state of the economy
o	36,864	0	(36,864) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DEPARTMENT STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	85,247	2.00	78,240	2.00	78,240
Administrative Assistant II	4.00	210,774	3.00	143,440	3.00	145,056
Administrative Secretary III	1.00	0	1.00	0	1.00	68,500
Administrative Specialist I	0.00	0	0.00	0	1.00	43,031
Administrative Specialist II	2.00	116,806	2.00	116,806	0.00	0
Administrator	0.00	0	1.00	64,300	0.00	0
Asset Manager	1.00	83,773	1.00	69,795	1.00	69,795
Assistant Supervisor of Custodial Workers	1.00	49,448	1.00	49,448	1.00	49,448
Budget Analyst	2.00	114,801	2.00	114,595	0.00	0
Building Construction and Repair Supervisor	1.00	52,055	1.00	52,055	1.00	46,300
Central Services Operator	1.00	29,950	2.00	57,450	1.00	29,950
Central Services Specialist	2.00	78,643	1.00	43,893	0.00	0
Chief of Security	1.00	53,846	1.00	53,846	1.00	53,846
Chief, Budget & Management Research	1.00	105,678	1.00	105,678	1.00	105,678
Chief, Facilities & Operations	1.00	87,634	1.00	71,400	1.00	71,400
Chief, Information Systems Division	1.00	117,758	1.00	95,000	0.00	0
Claims Adjuster	1.00	68,925	1.00	51,000	1.00	47,400
Claims Clerk	0.00	0	1.00	33,100	0.00	0
Clerk Typist	1.00	35,754	1.00	35,754	0.00	0
Computer Operations Supervisor	1.00	60,887	0.00	0	0.00	0
Computer Operator	1.00	37,142	1.00	37,142	0.00	0
Computer Operator Trainee	1.00	27,500	0.00	0	0.00	0
Computer Systems Engineer I	1.00	40,966	1.00	40,966	0.00	0
Computer Systems Engineer II	4.00	192,028	4.00	192,028	0.00	0
Computer Systems Engineer III	3.00	172,806	2.00	118,674	0.00	0
Computer Systems Engineer IV	1.00	69,795	0.00	0	0.00	0
Custodial Worker I	1.00	28,590	1.00	28,590	1.00	28,590
Custodial Worker II	5.00	195,025	5.00	195,025	5.00	150,076
Deputy Chief, Budget & Management Research	1.00	82,820	0.00	0	0.00	0
Deputy Chief, Management Information Systems	2.00	219,890	0.00	0	0.00	0
Director of Administration	1.00	134,543	1.00	134,543	1.00	134,543
Grants Administrator	1.00	77,765	0.00	0	0.00	0
Help Desk Support Specialist	1.00	37,862	0.00	0	0.00	0

DEPARTMENT STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Mail Room Clerk-Messenger	0.00	0.00	0.00	0.00	2.00	89,705
Maintenance Mechanic I	3.00	156,278	1.00	46,500	1.00	46,500
Maintenance Mechanic II	3.00	135,354	3.00	135,354	3.00	135,354
Maintenance Supervisor	1.00	82,275	1.00	82,275	1.00	82,275
Maintenance Worker II	7.00	288,515	7.00	288,754	7.00	288,754
Management Assistant II	1.00	85,550	1.00	85,550	3.00	196,209
Master Cabinet Maker	1.00	55,796	1.00	55,796	1.00	55,796
Planner III	0.00	0	1.00	57,700	1.00	57,700
Programmer Analyst I	7.00	488,117	7.00	488,117	1.00	78,543
Programmer Analyst II	4.00	371,027	3.00	275,837	0.00	0
Risk Manager	1.00	88,799	1.00	88,799	1.00	88,799
Safety Officer	1.00	54,572	1.00	54,572	1.00	56,209
Senior Budget Analyst	2.00	160,951	2.00	160,951	3.00	222,334
Senior Computer Operator	1.00	56,354	1.00	56,354	0.00	0
Skilled Trade Apprentice	1.00	53,529	1.00	53,529	1.00	53,529
Special Police Officer	10.00	368,475	10.00	362,667	10.00	362,667
Supervisor, Central Services	1.00	63,958	0.00	0	0.00	0
Supervisor of Custodial Workers	1.00	51,851	1.00	51,851	1.00	51,851
Systems Programmer	1.00	71,856	0.00	0	0.00	0
Team Leader	0.00	0	0.00	0	1.00	46,088
Telecommunications Engineer II	2.00	99,316	2.00	99,316	0.00	0
Telecommunications Specialist I	1.00	65,788	1.00	65,788	0.00	0
Telecommunications Specialist II	1.00	70,872	0.00	0	0.00	0
Web Administrator	1.00	78,543	1.00	78,543	0.00	0
Web Designer	1.00	57,430	1.00	57,430	0.00	0
FULL-TIME SALARIES	99.00	5,673,917	86.00	4,628,451	60.00	3,034,166
SALARY OFFSET		(12,908)		(17,877)		(39,900)
TOTAL FULL-TIME SALARIES	99.00	5,661,009	86.00	4,610,574	60.00	2,994,266

DEPARTMENT STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES						
Custodial Worker I	1.75	43,781	1.75	43,781	1.75	44,899
Custodial Worker II	2.50	72,743	2.50	72,743	1.50	43,655
TOTAL PART-TIME SALARIES	4.25	116,524	4.25	116,524	3.25	88,554
TEMPORARY SALARIES		18,234		0		0
SALARY TOTAL	103.25	5,795,767	90.25	4,727,098	63.25	3,082,820
OTHER PERSONAL SERVICES						
Pension & Retirement		557,040		386,062		398,934
Workers' Compensation		96,753		80,460		49,788
Health Benefits		1,062,365		995,320		832,441
Overtime & Shift Differential		95,335		71,620		52,820
FICA		450,217		366,749		238,156
Miscellaneous		14,840		25,020		9,100
TOTAL OTHER PERSONAL SERVICES		2,276,550		1,925,231		1,581,239
TOTAL 27TH PAY COST		0		0		143,548
FURLOUGH SAVINGS		(119,606)		0		0
TOTAL PERSONAL SERVICES	103.25	7,952,711 *	90.25	6,652,329	63.25	4,807,607

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: ADMINISTRATION**DIVISION: 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, Central Services, Budget and Management Research, Sustainability Office, and Risk Management provide support services to all County government departments and agencies. Each division's supervisor reports directly to the Director of Administration.

The Division of Emergency Services, though funded as a separate budget, is an additional responsibility of the Director of Administration, who is the liaison between County government and the County's 12 Volunteer Fire Companies.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	476,149	308,763	267,978	289,199	289,199
20	CONTRACTUAL SERVICES	342,349	78,311	92,050	66,550	66,550
30	SUPPLIES & MATERIALS	4,739	9,365	6,450	4,750	4,750
40	BUSINESS & TRAVEL	36,635	35,927	41,900	36,100	36,100
50	CAPITAL OUTLAY	499	168	0	0	0
70	MISCELLANEOUS	48,222	48,720	25,000	45,000	45,000
80	INTERGOVERNMENTAL/INTERFUND	157	184	0	0	0
	GRAND TOTAL	908,750	481,438	433,378	441,599	441,599
	<u>FUNDING SOURCE:</u>					
11	GENERAL	908,750	481,438	433,378	441,599	441,599

DEPARTMENT: ADMINISTRATION

DIVISION: Director of Administration

INDEX: 021000

FINANCIAL NOTES:

The \$8,221 net increase in funding for Administration - Director of Administration is the result of:

	FY 11	FY 12	CHANGE	
o	205,121	273,621	68,500	Full-time Salaries
			68,500	Staff Turnover
				<u>33.4%</u> Administrative Secretary III position previously unfunded was filled during FY 11
o		(97,932)	(97,932)	Position transferred to Community Services - Office on Aging #097100:
			# of Positions	Salary
			(1.0)	(70,578)
				Fringe
				(27,354)
				Total
				(97,932) Administrative Specialist II
o		9,355	9,355	Additional funds provided for a 27th pay which will occur in FY 12
o	16,145	32,183	16,038	Pension / Retirement rate adjustments
o	31,896	51,736	19,840	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	13,972	19,212	5,240	FICA adjustments
o	46,200	38,200	(8,000)	Line items adjusted based on actual expense history and the state of the economy:
	FY 11	FY 12	Change	
	3,500	3,000	(500)	Telephone Services
	5,000	3,500	(1,500)	General Office Supplies
	200	0	(200)	Computer Software
	0	200	200	Fuel
	1,000	500	(500)	Mileage
	1,500	1,000	(500)	Training Seminars & Courses
	35,000	30,000	(5,000)	Membership Fees & Dues
	<u>46,200</u>	<u>38,200</u>	<u>(8,000)</u>	

DEPARTMENT: ADMINISTRATION

DIVISION: Director of Administration

INDEX: 021000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	50,000	45,000	(5,000)	Line items adjusted due to the impact fee charges for the Habitat for Humanity being reallocated:
	FY 11	FY 12	Change	
	25,000	0	(25,000)	Other Contractual Services
	25,000	45,000	20,000	Grants & Contributions - also for unanticipated grants
	<u>50,000</u>	<u>45,000</u>	<u>(5,000)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION
DIVISION: DIRECTOR OF ADMINISTRATION

Index No. 021000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	0	1.00	0	1.00	68,500 A
Administrative Specialist II	1.00	70,578	1.00	70,578	0.00	0 B
Director of Administration	1.00	134,543	1.00	134,543	1.00	134,543
Grants Administrator	1.00	77,765	0.00	0	0.00	0
FULL-TIME SALARIES	4.00	282,886	3.00	205,121	2.00	203,043
TEMPORARY SALARIES		8,500		0		0
SALARY TOTAL	4.00	291,386	3.00	205,121	2.00	203,043
OTHER PERSONAL SERVICES						
Pension & Retirement		27,213		16,145		26,396
Workers' Compensation		848		564		406
Health Benefits		47,002		31,896		35,906
FICA		20,801		13,972		13,813
Miscellaneous		420		280		280
TOTAL OTHER PERSONAL SERVICES		96,284		62,857		76,801
TOTAL 27TH PAY COST		0		0		9,355
FURLOUGH SAVINGS		(5,856)		0		0
TOTAL PERSONAL SERVICES	4.00	381,814 *	3.00	267,978	2.00	289,199

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant unfunded Administrative Secretary III position filled in FY 11 - #1736

B - One (1) Administrative Specialist II position transferred to Community Services - Office on Aging - #2788

DEPARTMENT: ADMINISTRATION

DIVISION: Sustainability Office

INDEX: 021500

ORIGIN/PURPOSE:

The Sustainability Office was created by Executive Order 11-03. The Office is administered by the Sustainability Coordinator, who reports directly to the Director of Administration.

The Sustainability Office is responsible for developing and implementing the Environmental Stewardship initiative through the advocacy of sustainability. Sustainability is defined as protecting and preserving the county's economic, environmental and social resources through their efficient use and reuse for current and future generations. The Office will foster optimization of operations through the integration of sustainability into the decision making process. Concurrently, the programs and activities of the Office will strive to educate and encourage employees and the community to incorporate sustainability within their professional and personal lives.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	0	246,569	246,569
20	CONTRACTUAL SERVICES	0	0	0	890	890
30	SUPPLIES & MATERIALS	0	0	0	22,700	22,700
40	BUSINESS & TRAVEL	0	0	0	5,550	5,550
GRAND TOTAL		0	0	0	275,709	275,709
<u>FUNDING SOURCE:</u>						
11	GENERAL	0	0	0	275,709	275,709

DEPARTMENT: ADMINISTRATION

DIVISION: Sustainability Office

INDEX: 021500

FINANCIAL NOTES:

The \$275,709 net increase in funding for Administration - Sustainability Office is the result of:

	FY 11	FY 12	CHANGE	
o		239,209	239,209	Positions transferred from Administration - Facilities & Operations - #022000:
				# of Positions Salary Fringe Total
				1.00 43,031 26,553 69,584 Administrative Specialist I
				1.00 57,859 23,776 81,635 Management Assistant II
				1.00 57,700 30,290 87,990 Planner III
				<u>3.00</u> <u>158,590</u> <u>80,619</u> <u>239,209</u>
o		7,360	7,360	Additional funds provided for a 27th pay which will occur in FY 12
o		29,140	29,140	Funding transferred from Administration - Facilities & Operations - #022000 and adjusted based on recommendations of the Planner III - Sustainability Coordinator:
				890 Telephone Services
				1,400 General Office Supplies - mailing outreach and marketing materials
				1,000 Printing-Commercial - outreach and marketing materials
				300 General Office Mailing
				20,000 Building Supplies - provides for energy efficiency upgrades based upon energy audits and lighting upgrades
				800 Mileage
				450 Transportation Costs
				400 Meals
				100 Professional Books/Periodicals
				2,500 Membership Fees & Dues - ICLEI necessary to maintain software to conduct greenhouse assessment
				100 In-House Training
				1,200 Training Seminars, Courses & Meetings - professional development conference
				<u>29,140</u>

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION
DIVISION: SUSTAINABILITY OFFICE

Index No. 021500

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	0.00	0	1.00	43,031 A
Management Assistant II	0.00	0	0.00	0	1.00	57,859 B
Planner III	0.00	0	0.00	0	1.00	57,700 C
SALARY TOTAL	0.00	0	0.00	0	3.00	158,590
OTHER PERSONAL SERVICES						
Pension & Retirement		0		0		20,617
Workers' Compensation		0		0		317
Health Benefits		0		0		47,133
FICA		0		0		12,132
Miscellaneous		0		0		420
TOTAL OTHER PERSONAL SERVICES		0		0		80,619
TOTAL 27TH PAY COST		0		0		7,360
TOTAL PERSONAL SERVICES	0.00	0 *	0.00	0	3.00	246,569

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Assistant I position transferred from Facilities & Operations and filled as an Administrative Specialist I - #0028

B - One (1) vacant Clerk Typist position transferred from Facilities & Operations and filled as a Management Assistant II - #0174

C - One (1) Planner III (Supervisory or Technical) transferred from Facilities & Operations - #1425

SUSTAINABILITY OFFICE

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To quantify and reduce the greenhouse gas (GHG) emissions from Harford County Government Operations. The reduction strategy and milestones will be based upon the inventories to be conducted.

Department Objective

To conduct a GHG inventory in a three-year interval beginning with 2006 and to develop sustainability strategies to establish GHG reduction goals and performance milestones

County Goal(s) Supported

V. Environmental Stewardship; III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	NA	NA	NA	\$2,500	\$2,500
Full-time staff assigned	NA	NA	NA	2	3
<u>Output:</u>					
Completed GHG Inventory	NA	NA	NA	Yes (2006 & 2009)	Preparing (2012)
Development of Reduction Strategy	NA	NA	NA	No	Yes
<u>Efficiency:</u>					
Join ICLEI - Local Governments for Sustainability (member-ship facilitates lessons-learned and sustainability strategy models as well as access to the software to conduct the inventory analysis)	NA	NA	NA	Joined	Maintain
Conduct baseline (2006) greenhouse gas inventory	NA	NA	NA	Conducted	NA
Conduct 2009 greenhouse gas inventory	NA	NA	NA	Conducted	NA
Develop strategies based upon 2006 and 2009 trends to reduce the greenhouse gas emissions	NA	NA	NA	NA	Begin
Prepare for 2012 greenhouse gas inventory	NA	NA	NA	NA	Begin
<u>Service Quality:</u>					
Has a baseline been established and GHG reduction goals been defined?	NA	NA	NA	Yes (baseline & 2009)	Yes (development of reduction goals)
<u>Outcome:</u>					
Reduce GHG emissions	NA	NA	NA	Unknown	5%

Explanation and Analysis of Performance Measures

The goal is to define a GHG baseline data and to utilize this data to devise reduction goals. The GHG reduction goals will be defined within a sustainability strategy. The strategy will establish performance miles to increase efficiency while decreasing GHG emissions.

Major Related Plans and Policies

Environmental Stewardship Initiative, EECBG (Energy Efficiency and Conservation Block Grant) funding, and the Energy and Resource Management Policy the Green Team support as well as the support of newly dedicated Sustainability staff

SUSTAINABILITY OFFICE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To create a culture of energy and resource awareness at all levels of government to ensure success and sustainability and to educate and motivate.

Department Objective

To develop and conduct energy and resource efficiency awareness programs, trainings and workshops

County Goal(s) Supported

Environmental Stewardship

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$0	\$0	\$10,000	\$50,000*	\$20,000
Full-time staff assigned	0	0	1	2	3
<u>Output:</u>					
Number of awareness programs or events	12	12	13	22	26
<u>Efficiency:</u>					
Green Team/EMSC (# of monthly meetings)	Yes (12)	Yes (12)	Yes (12)	Yes (12)	Yes (12)
Environmental Stewardship Webpage	NA	NA	Yes (created)	maintained	maintained
Executive Challenge (# of participants)	NA	NA	NA	Yes (1100)	Yes (1500)
Executive Challenge (# of Dept/Divisions with 100% participation)	NA	NA	NA	Yes (35)	Yes (40)
Conservation & Stewardship Poster Contest (# of participants)	NA	NA	NA	Yes (529)	Yes (600)
Green Lunch and Learns (# of L&L)	NA	NA	NA	Yes (4)	Yes (4)
Facility Energy Coordinator Workshops (# of workshops)	NA	NA	Yes (1)	Yes (4)	Yes (4)
Employee awareness and educational updates on efficiency and sustainability utilizing e-mails, the Harford County Connections newsletter	NA	Yes (2)	Yes (3)	Yes (10)	Yes (14)
<u>Service Quality:</u>					
Has the number of energy and resource conservation awareness programs, trainings, workshops increased?	Yes	Yes	Yes	Yes	Yes
<u>Outcome:</u>					
What is the percentage of increased awareness?	Unknown	Unknown	10%	50%	75%

Explanation and Analysis of Performance Measures

The goal is to develop a culture of environmental stewardship at the County - a key element in this development is education. The performance measures are based upon the number of programs, events and workshops conducted through the year to increase awareness.

Major Related Plans and Policies

Environmental Stewardship Initiative, EECBG (Energy Efficiency and Conservation Block Grant) funding, and the Energy and Resource Management Policy, the Green Team support as well as the support of newly dedicated Sustainability staff.

*This allocation includes \$20,000 of EECBG funding and \$30,000 of leveraged funding.

SUSTAINABILITY OFFICE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To assist in the reduction of energy consumption within buildings maintained by F&O

Department Objective

Further the use of energy efficient lighting along with motion sensors to reduce "idle" lighting when work areas, conference rooms, hallways, breakrooms, and bathrooms are vacant.

County Goal(s) Supported

Environmental Stewardship

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$0	\$0	\$0	\$58,000*	\$30,000
Full-time staff assigned	0	0	0	2	2
<u>Output:</u>					
Performance Measures Tracked					
Number of retrofits completed	unknown	unknown	unknown	150-200	150
<u>Efficiency:</u>					
% of reduction in kWh	unknown	unknown	unknown	10%	10%
<u>Service Quality:</u>					
Square footage retrofitted	unknown	unknown	unknown	unknown	unknown now**
<u>Outcome:</u>					
Percentage of energy reduction	Unknown	Unknown	10%	Est. decrease of 10% from 2010	Est. decrease of 10% from 2011

Explanation and Analysis of Performance Measures

The goal is to implement changes to the standard operations of buildings maintained by F&O that facilitate efficient uses of our resources which reduce the consumption of energy without adding additional burden on the patrons to monitor usage.

Major Related Plans and Policies

* This amount is EECBG funding in the T-8 Lighting Fixture & Installation of Automated Lighting Controls Project - Bid No. 10-318

** This metric is based upon the building chosen for retrofit, obtained at completion

DEPARTMENT: ADMINISTRATION

DIVISION: 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 reports to the Director of Administration.

Facilities and Operations is responsible for the maintenance of over 46 County buildings, and is organized into three sections: Mechanical, Repair & Renovation, and Custodial Services. We service all County agencies on a call basis.

FY '11 - '12 GOAL & OBJECTIVE:

- 1 TO UTILIZE BEST PRACTICES TO PROVIDE RESPONSIVE, EFFICIENT, AND EFFECTIVE SERVICES TO CITIZENS, BUSINESSES, AND GOVERNMENTAL AGENCIES.
 - o To increase public confidence through cost effective and customer focused services
 - o To provide energy efficient systems that provide good stewardship of those resources
 - o To provide infrastructure that is adequate to develop safe facilities and construction and management plans through County government

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	2,851,934	2,918,668	2,833,206	2,105,943	2,105,943
20	CONTRACTUAL SERVICES	1,531,365	1,431,401	1,630,391	1,496,518	1,496,518
30	SUPPLIES & MATERIALS	213,495	181,178	218,350	193,500	193,500
40	BUSINESS & TRAVEL	69,355	54,590	71,400	57,580	57,580
50	CAPITAL OUTLAY	2,749	0	0	0	0
70	MISCELLANEOUS	122,966	8,980	15,000	0	0
80	INTERGOVERNMENTAL/INTERFUND	14,142	27,984	27,984	0	0
	GRAND TOTAL	4,806,006	4,622,801	4,796,331	3,853,541	3,853,541
	<u>FUNDING SOURCE:</u>					
11	GENERAL	4,806,006	4,622,801	4,796,331	3,853,541	3,853,541

DEPARTMENT: ADMINISTRATION**DIVISION: Facilities and Operations****INDEX: 022000****FINANCIAL NOTES:**

The (\$942,790) net decrease in funding for Administration - Facilities and Operations is the result of:

	FY 11	FY 12	CHANGE	
o	1,775,503	1,721,798	(53,705)	Full Time Salaries:
			(22,023)	Salary Offset - net of vacant Maintenance Mechanic II @ (\$39,900) and restoration of the EECBG grant offset for FY 11 @ \$17,877
			(31,682)	Staff turnover (1.78%)
			<u>(53,705)</u>	
o	116,524	117,642	1,118	Part Time Salaries - staff turnover of a part-time custodial worker
o		21,164	21,164	Part-time Custodial Worker II position converted to full-time:
			# of Positions	Salary
			(0.50)	(14,544)
			1.00	29,088
			<u>0.50</u>	<u>14,544</u>
				Fringe
				(18,417)
				25,037
				<u>6,620</u>
				Total
				(32,961)
				54,125
				<u>21,164</u>
o		(16,929)	(16,929)	Custodial Worker II position abolished, created in Central Services and reclassified as a Mail Room Clerk-Messenger:
			# of Positions	Salary
			(0.50)	(14,544)
				Fringe
				(2,385)
				Total
				(16,929)
o		(830,131)	(830,131)	Position transferred from Facilities & Operations to Risk Management and new Sustainability Office:
			# of Positions	Salary
			(1.0)	(33,100)
			(1.0)	(35,754)
			(1.0)	(57,700)
				Fringe
				(21,309)
				(21,595)
				(25,277)
				Total
				(54,409)
				(57,349)
				(82,977)
				<u>(830,131)</u>
				<i>To Sustainability Office:</i>
				Administrative Assistant I
				Clerk Typist
				Planner III
				<i>To Risk Management:</i>
				Chief of Security
				Special Police Officers
			(1.0)	(53,846)
			(10.0)	(362,667)
			<u>(14.0)</u>	<u>(543,067)</u>
				(23,065)
				(195,818)
				<u>(287,064)</u>
				(76,911)
				(558,485)
				<u>(830,131)</u>
o		60,685	60,685	Additional funds provided for a 27th pay which will occur in FY 12

DEPARTMENT: ADMINISTRATION**DIVISION: Facilities and Operations****INDEX: 022000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	154,262	208,634	54,372 Pension rate adjustment
o	58,755	43,812	(14,943) Workers' Compensation rate adjustment
o	515,245	586,415	71,170 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	43,500	30,000	(13,500) Overtime - decrease due to positions transferred out
o	150,377	143,953	(6,424) FICA - adjustments
o	200,000	170,000	(30,000) County Facility Repair & Renovation - necessary to purchase professional services to maintain, repair, and renovate County buildings. Decreased due to state of the economy.
o	20,653	20,889	236 Other Professional Services - funds provide for State mosquito spraying program.
o	397,150	315,646	(81,504) Line items significantly adjusted, based on actual expense history and state of the economy:

FY 11	FY 12	Change	
3,150	2,646	(504)	Office Equipment
85,000	75,000	(10,000)	Heating Fuel (Gas)
45,000	43,000	(2,000)	Water & Sewer
50,000	29,000	(21,000)	Heating Fuel (Oil)
5,000	0	(5,000)	Management Services
3,000	0	(3,000)	Engineering Services
56,000	51,000	(5,000)	Grounds Maintenance
60,000	55,000	(5,000)	Snow Removal
35,000	30,000	(5,000)	Janitorial Supplies & Equipment
40,000	30,000	(10,000)	Building Supplies
15,000	0	(15,000)	Interfund Reimbursement
<u>397,150</u>	<u>315,646</u>	<u>(81,504)</u>	

DEPARTMENT: ADMINISTRATION

DIVISION: Facilities and Operations

INDEX: 022000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	80,000	124,460	44,460 Building and Custodial Services - increase for contractual custodial services at seven locations
o	27,984	0	(27,984) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project
o	407,065	287,550	(119,515) Line items significantly adjusted due to the transfer of employees to Risk Management and the Sustainability Office:

FY 11	FY 12	Change	
45,000	40,000	(5,000)	Telephone Service
14,000	10,000	(4,000)	Uniform Rental
200,000	178,000	(22,000)	Operating Equipment
66,065	0	(66,065)	Security Systems
4,000	2,000	(2,000)	General Office Supplies
2,000	100	(1,900)	General Office Mailing
4,000	2,000	(2,000)	Safety Equipment
3,000	0	(3,000)	Other Supplies & Materials
25,000	20,250	(4,750)	County Owned Vehicles
35,000	28,350	(6,650)	Fuel Charges
4,000	2,800	(1,200)	Mileage
5,000	4,050	(950)	Non-Targeted Charges - FVS
<u>407,065</u>	<u>287,550</u>	<u>(119,515)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION
DIVISION: FACILITIES AND OPERATIONS

Index No. 022000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	33,100	0.00	0 A
Administrative Assistant II	2.00	110,540	1.00	54,186	2.00	102,296 B
Assistant Supervisor Custodial Workers	1.00	49,448	1.00	49,448	1.00	49,448
Building Construction & Repair Supervisor	1.00	52,055	1.00	52,055	1.00	46,300
Chief of Security	1.00	53,846	1.00	53,846	0.00	0 C
Chief, Facilities and Operations	1.00	87,634	1.00	71,400	1.00	71,400
Clerk Typist	1.00	35,754	1.00	35,754	0.00	0 D
Custodial Worker I	1.00	28,590	1.00	28,590	1.00	28,590
Custodial Worker II	5.00	195,025	5.00	195,025	5.00	150,076 E
Maintenance Mechanic I	3.00	156,278	1.00	46,500	1.00	46,500
Maintenance Mechanic II	3.00	135,354	3.00	135,354	3.00	135,354
Maintenance Supervisor	1.00	82,275	1.00	82,275	1.00	82,275
Maintenance Worker II	7.00	288,515	7.00	288,754	7.00	288,754
Management Assistant II	1.00	85,550	1.00	85,550	1.00	85,550
Master Cabinet Maker	1.00	55,796	1.00	55,796	1.00	55,796
Planner III	0.00	0	1.00	57,700	0.00	0 F
Skilled Trade Apprentice	1.00	53,529	1.00	53,529	1.00	53,529
Special Police Officer	10.00	368,475	10.00	362,667	0.00	0 G
Supervisor of Custodial Workers	1.00	51,851	1.00	51,851	1.00	51,851
FULL-TIME SALARIES	41.00	1,890,515	40.00	1,793,380	27.00	1,247,719
SALARY OFFSET		0		(17,877)		(39,900) H
TOTAL FULL-TIME SALARIES	41.00	1,890,515	40.00	1,775,503	27.00	1,207,819
PART-TIME SALARIES						
Custodial Worker I	1.75	43,781	1.75	43,781	1.75	44,899
Custodial Worker II	2.50	72,743	2.50	72,743	1.50	43,655 I
TOTAL PART-TIME SALARIES	4.25	116,524	4.25	116,524	3.25	88,554

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION
DIVISION: FACILITIES AND OPERATIONS

Index No. 022000

Index No. 022000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		9,734		0		0
SALARY TOTAL	<u>45.25</u>	<u>2,016,773</u>	<u>44.25</u>	<u>1,892,027</u>	<u>30.25</u>	<u>1,296,373</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		193,077		154,262		166,694
Workers' Compensation		67,886		58,755		29,752
Health Benefits		452,430		515,245		403,229
Overtime & Shift Differential		55,720		55,820		42,320
FICA		159,739		150,377		102,410
Miscellaneous		6,860		6,720		4,480
TOTAL OTHER PERSONAL SERVICES		<u>935,712</u>		<u>941,179</u>		<u>748,885</u>
TOTAL 27TH PAY COST		0		0		60,685
FURLOUGH SAVINGS		(41,550)		0		0
TOTAL PERSONAL SERVICES	<u>45.25</u>	<u>2,910,935 *</u>	<u>44.25</u>	<u>2,833,206</u>	<u>30.25</u>	<u>2,105,943</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) Administrative Assistant I position transferred to the Sustainability Office and reclassified to an Administrative Specialist I - #021500 - #0028
- B - One (1) Custodial Worker II position reclassified as an Administrative Assistant II - #0012
- C - One (1) Chief of Security position transferred to Risk Management - #029000 - #0051
- D - One (1) Clerk Typist position transferred to Sustainability Office - #021500 and reclassified as a Management Assistant II - #0174
- E - One (1) part-time Custodial Worker II abolished, created one (1) full-time Custodial Worker II - #0018
- F - One (1) Planner III transferred to Sustainability Office - #021500 - #1425
- G - Ten (10) Special Police Officers positions transferred to Risk Management - #029000 - #3233, 3234, 3235, 3236, 3432, 3530, 3531, 3532, 3533 and 3534
- H - One (1) vacant Maintenance Mechanic II position unfunded for FY 12 - #0016
- I - One (1) part-time Custodial Worker II position abolished, created full time Mail Room Clerk-Messenger in Central Services - #023100 - #0009

DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To give Harford County Employees the cleanest work environment in the most efficient manner.

Department Objective

To improve efficiency in custodial services

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$404,138	\$443,166	\$388,941	\$360,000	\$360,000
Number of staff	12.75	12.25	11	11	11
<u>Output:</u>					
Number of square feet maintained	112,289	241,827	241,827	218,827	218,727
<u>Efficiency:</u>					
Cost per square feet cleaned per Facilities & Ops custodian	\$3,599	\$1,828	\$1,579	\$1,645	\$1,645
<u>Outcome:</u>					
Percent of customers satisfaction ranking as "very good" or "excellent"	N/A*	N/A*	80%	90%	90%

Explanation and Analysis of Performance Measures

They County is striving to provide a clean work environment to employees as well as to all citizens in order to maximize the efficiency of government operations. This is becoming increasingly challenging as the number of staff decrease, and the amount of square feet to be maintained increases.

*N/A - data from previous years unavailable

DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To improve performance measurement and increase proactive (preventative) maintenance.

Department Objective

To minimize corrective action on work orders to maximize efficiency on projects to get the most out of funding levels.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated for repairs	\$270,273	\$215,166	\$225,150	\$200,000	\$200,000
Number of staff	11	11	11	10	10
<u>Output:</u>					
Number of repair projects	N/A*	N/A*	2,748	2,800	3,000
<u>Efficiency:</u>					
Cost per repair of corrective actions	N/A*	N/A*	\$188	\$200	\$200
<u>Service Quality:</u>					
Percent of completed work orders requiring corrective action	N/A*	N/A*	5%	4%	4%
<u>Outcome:</u>					
Percent of work orders completed correctly and on budget.	N/A*	N/A*	95%	96%	96%

Explanation and Analysis of Performance Measures

Completion of work orders on a timely and accurate basis is imperative to the efficient function of government services. Preventative maintenance on our facilities will also help to alleviate any interruption of services to our citizens and community.

*New performance measure therefore data from previous years is unavailable.

DEPARTMENT: ADMINISTRATION

DIVISION: Central Services

INDEX: 023100

ORIGIN/PURPOSE:

The Central Services Division of the Department of Administration provides: printing, micrographics and optical filing, UPS and mail services.

Under Executive Order 84-1, the Chief of Facilities and Operations is responsible for this Division.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	309,247	171,737	160,557	248,434	248,434
20	CONTRACTUAL SERVICES	387,797	166,309	156,900	125,920	125,920
30	SUPPLIES & MATERIALS	224,723	242,208	264,700	244,098	244,098
	GRAND TOTAL	921,767	580,254	582,157	618,452	618,452
<u>FUNDING SOURCE:</u>						
11	GENERAL	921,767	580,254	582,157	618,452	618,452

FINANCIAL NOTES:

The \$36,295 net increase in funding for Administration - Central Services is the result of:

	FY 11	FY 12	CHANGE	
o	101,343	127,040	25,697	Full Time Salaries
			2,195	Salary adjustments based on the recommendations of the Department of Human Resources
			23,502	Staff Turnover
			25,697	23.19% a vacant Central Services Operator filled as a Mail Room Clerk/Messenger

DEPARTMENT: ADMINISTRATION**DIVISION: Central Services****INDEX: 023100****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o		59,433	59,433	Position created from an abolished part-time Custodial Worker II in Facilities & Operations:
				# of Positions Salary Fringe Total
				1.00 38,703 20,730 59,433 Mail Room Clerk-Messenger
o		7,692	7,692	Additional funds provided for a 27th pay which will occur in FY 12
o	8,310	16,516	8,206	Pension/Retirement rate adjustments
o	41,157	25,293	(15,864)	Health Benefits adjusted for an anticipated 15% cost increase, and staff opting for changes in their level of coverage
o	1,574	2,322	748	Workers' Compensation rate adjustment
o	7,753	9,718	1,965	FICA adjustments
o	96,000	94,000	(2,000)	Telephone Service - decrease due to County-wide Share Plan
o	30,000	15,000	(15,000)	Other Professional Services - funds provide for NMARC crew to scan County documents. Reduced due to state of the economy.
o	289,300	253,418	(35,882)	The following line items were adjusted based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	16,800	1,320	(15,480)	Office Equipment
	8,000	9,000	1,000	Office Equipment Service
	10,000	1,000	(9,000)	General Office Supplies
	1,500	0	(1,500)	Printing-Commercial
	250,000	242,098	(7,902)	General Office Mailing
	3,000	0	(3,000)	Duplicating Machine Supplies
	<u>289,300</u>	<u>253,418</u>	<u>(35,882)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: CENTRAL SERVICES

Index No. 023100

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	0.00	0	0.00	0
Central Services Operator	1.00	29,950	2.00	57,450	1.00	29,950
Central Services Specialist	2.00	78,643	1.00	43,893	0.00	0
Mail Room Clerk-Messenger	0.00	0	0.00	0	2.00	89,705 B
Supervisor, Central Services	1.00	63,958	0.00	0	0.00	0
Team Leader	0.00	0	0.00	0	1.00	46,088 A
SALARY TOTAL	5.00	212,658	3.00	101,343	4.00	165,743
OTHER PERSONAL SERVICES						
Pension & Retirement		20,458		8,310		21,547
Workers' Compensation		4,336		1,574		3,348
Health Benefits		48,335		41,157		36,865
FICA		16,268		7,753		12,679
Miscellaneous		700		420		560
TOTAL OTHER PERSONAL SERVICES		90,097		59,214		74,999
TOTAL 27TH PAY COST		0		0		7,692
FURLOUGH SAVINGS		(4,403)		0		0
TOTAL PERSONAL SERVICES	5.00	298,352 *	3.00	160,557	4.00	248,434

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Central Services Specialist position reclassified as a Team Leader - #0054

B - One (1) vacant Central Service Operator position filled as a Mail Room Clerk-Messenger - #0056

One (1) Mail Room Clerk-Messenger position created, abolished one (1) part-time Custodial Worker II position in Administration - Facilities & Operations - #022000 - #0009

DEPARTMENT: ADMINISTRATION

DIVISION: Budget & Management Research

INDEX: 024000

ORIGIN/PURPOSE:

This division is administered by the Chief of Budget and Management Research, 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 Budget Office to clearly set forth a plan for the County to receive and expend funds each fiscal year. To this end, the Office 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.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	686,156	627,442	603,523	579,682	579,682
20	CONTRACTUAL SERVICES	10,727	7,995	10,600	10,550	10,550
30	SUPPLIES & MATERIALS	20,719	15,689	20,600	19,850	19,850
40	BUSINESS & TRAVEL	567	503	2,700	2,650	2,650
50	CAPITAL OUTLAY	244	0	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	187	6	0	0	0
	GRAND TOTAL	718,600	651,635	637,423	612,732	612,732
<u>FUNDING SOURCE:</u>						
11	GENERAL	718,600	651,635	637,423	612,732	612,732

DEPARTMENT: ADMINISTRATION

DIVISION: Budget & Management Research

INDEX: 024000

FINANCIAL NOTES:

The (\$24,691) net decrease in funding for Administration - Budget & Management Research is the result of:

	FY 11	FY 12	CHANGE	
o	427,452	435,812	8,360	Full-time Salaries - salary adjustments based on the recommendations of the Department of Human Resources
o		(79,841)	(79,841)	Position abolished, an Economic Development Associate was created in Economic Development:
			# of Positions (1.00)	Salary (55,000)
				Fringe (24,841)
				Total (79,841)
				Budget Analyst
o		17,702	17,702	Additional funds provided for a 27th pay which will occur in FY 12
o	94,980	105,595	10,615	Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in their level of coverage
o	35,051	54,016	18,965	Pension/Retirement rate adjustments
o	33,503	34,142	639	FICA - adjustments
o	8,400	7,550	(850)	Line items significantly adjusted, based on actual expense history and state of the economy:

FY 11	FY 12	Change	
1,300	1,500	200	Telephone Service
5,000	4,500	(500)	General Office Supplies
300	150	(150)	Fax Service
1,000	900	(100)	Other Professional Services - GFOA Budget Award
500	250	(250)	Computer Supplies
300	250	(50)	Mileage
<u>8,400</u>	<u>7,550</u>	<u>(850)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: BUDGET AND MANAGEMENT RESEARCH

Index No. 024000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	46,228	1.00	46,228	0.00	0
Budget Analyst	2.00	114,801	2.00	114,595	0.00	0 A
Chief, Budget & Management Research	1.00	105,678	1.00	105,678	1.00	105,678
Deputy Chief, Budget & Management Research	1.00	82,820	0.00	0	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	52,800 B
Senior Budget Analyst	2.00	160,951	2.00	160,951	3.00	222,334 C
SALARY TOTAL	7.00	510,478	6.00	427,452	5.00	380,812
OTHER PERSONAL SERVICES						
Pension & Retirement		49,108		35,051		49,506
Workers' Compensation		1,531		1,197		762
Health Benefits		109,158		94,980		89,765
Overtime		20,000		10,500		10,500
FICA		40,582		33,503		29,935
Miscellaneous		980		840		700
TOTAL OTHER PERSONAL SERVICES		221,359		176,071		181,168
TOTAL 27TH PAY COST		0		0		17,702
FURLOUGH SAVINGS		(10,568)		0		0
TOTAL PERSONAL SERVICES	7.00	721,269 *	6.00	603,523	5.00	579,682

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Budget Analyst position abolished, created Economic Development Associate in Economic Development - #1496

B - One (1) Administrative Specialist II position reclassified as a Management Assistant II - #2693

C - One (1) Budget Analyst position upgraded to a Senior Budget Analyst - #3074

BUDGET AND MANAGEMENT RESEARCH OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To utilize best practices to develop a budget that meets the needs of Harford County citizens, leaders, and government agencies.

Department Objective

To gather performance information from all County departments, to accurately compile an annual budget document within 90 days of the budget being passed by the County Council, and to meet or exceed the standards put forward by the Government Finance Officers Association for quality budget presentation.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$642,859	\$812,371	\$651,635	\$637,423	\$612,732
Full-time staff assigned	6	7	7	6	5
<u>Output:</u>					
Approved Operating Budget (actual/budgeted)	\$591,929,228	\$614,329,054	\$591,644,680	\$580,396,381	\$608,790,132
Approved Capital Budget (budgeted)	\$314,168,489	\$268,935,543	\$187,628,253	\$124,508,195	\$132,578,017
Performance Measures Tracked	77	74	72	74	71
<u>Efficiency:</u>					
Budget document produced and sent to GFOA within 90 days?	Yes	Yes	Yes	Yes	Yes
<u>Service Quality:</u>					
Recognized for quality budget presentation?	Yes	Yes	Yes	Yes	Yes
All mandatory requirements by GFOA met?	Yes	Yes	Yes	Yes	Yes
<u>Outcome:</u>					
Number of outstanding ratings by GFOA reviewers for Distinguished Budget Award	5	8	7	23	25

Explanation and Analysis of Performance Measures

The goal of the Budget and Management Research department is to produce a budget document that is in keeping with the County's strategic goals and that complies with accepted best practices including those developed by the Government Finance Officers Association.

Major Related Plans and Policies

Harford County Budget Manual

DEPARTMENT: ADMINISTRATION

DIVISION: Information Systems Administration

INDEX: 026000

ORIGIN/PURPOSE:

The division of Information Systems Administration is under the direction of the Chief of Information Systems, who reports to the Director of Administration, and is responsible for supervision and coordination of the Divisions of Computer Support and Management Information Systems. The division is charged with surveying, revamping and coordinating the County's multi-platform systems.

In FY 11 the Division of Information Systems Administration was combined with all other IT divisions into the Division of Information and Communication Technology.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	677,900	542,735	0	0	0
20	CONTRACTUAL SERVICES	241,807	366,498	0	0	0
30	SUPPLIES & MATERIALS	5,743	4,926	0	0	0
40	BUSINESS & TRAVEL	9,294	3,918	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	0	342	0	0	0
	GRAND TOTAL	934,744	918,419	0	0	0
<u>FUNDING SOURCE:</u>						
11	GENERAL	934,744	918,419	0	0	0

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: INFORMATION SYSTEMS ADMINISTRATION

Index No. 026000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	57,474	0.00	0	0.00	0
Chief, Information Systems Division	1.00	117,758	0.00	0	0.00	0
Deputy Chief, MIS	1.00	105,625	0.00	0	0.00	0
Telecommunication Engineer II	2.00	99,316	0.00	0	0.00	0
Telecommunication Specialist I	1.00	65,788	0.00	0	0.00	0
Telecommunication Specialist II	1.00	70,872	0.00	0	0.00	0
SALARY TOTAL	7.00	516,833	0.00	0	0.00	0
OTHER PERSONAL SERVICES						
Pension & Retirement		49,719		0		0
Workers' Compensation		6,751		0		0
Health Benefits		69,180		0		0
FICA		39,050		0		0
Overtime and Shift Differential		2,500		0		0
Miscellaneous		980		0		0
TOTAL OTHER PERSONAL SERVICES		168,180		0		0
FURLOUGH SAVINGS		(10,699)		0		0
TOTAL PERSONAL SERVICES	7.00	674,314 *	0.00	0	0.00	0

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: ADMINISTRATION

DIVISION: Computer Support Center

INDEX: 027000

ORIGIN/PURPOSE:

The Computer Support Center was created in September, 1985 and is under the purview of the Chief of Information Systems.

Computer Support supports all County government departments and agencies using technology to provide responsive, efficient, and effective services to citizens, businesses, and governmental agencies.

Computer Support provides a full range of support services including: Telecommunications, LAN, WAN, SAN, Internet, Intranet, web presence, e-mail, security, data integrity, disaster recovery, new technology evaluation, technology compatibility, help desk, training, desktops, software, and operating systems.

In FY 11 the Computer Support Center was combined with all other IT divisions into the Division of Information and Communication Technology.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	841,338	721,998	0	0	0
20	CONTRACTUAL SERVICES	305,140	418,891	0	0	0
30	SUPPLIES & MATERIALS	9,487	15,734	0	0	0
40	BUSINESS & TRAVEL	1,125	9,259	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	0	44	0	0	0
	GRAND TOTAL	1,157,090	1,165,926	0	0	0
	<u>FUNDING SOURCE:</u>					
11	GENERAL	1,157,090	1,165,926	0	0	0

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: COMPUTER SUPPORT CENTER

Index No. 027000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Computer Operator Trainee	1.00	27,500	0.00	0	0.00	0
Computer Systems Engineer I	1.00	40,966	0.00	0	0.00	0
Computer Systems Engineer II	4.00	192,028	0.00	0	0.00	0
Computer Systems Engineer III	3.00	172,806	0.00	0	0.00	0
Computer Systems Engineer IV	1.00	69,795	0.00	0	0.00	0
Web Administrator	1.00	78,543	0.00	0	0.00	0
Web Designer	1.00	57,430	0.00	0	0.00	0
TOTAL FULL-TIME SALARIES	12.00	639,068	0.00	0	0.00	0
SALARY OFFSET		(12,908)		0		0
SALARY TOTAL	12.00	626,160	0.00	0	0.00	0
OTHER PERSONAL SERVICES						
Pension & Retirement		61,478		0		0
Workers' Compensation		3,381		0		0
Health Benefits		96,874		0		0
Overtime		10,000		0		0
FICA		49,653		0		0
Miscellaneous		1,680		0		0
TOTAL OTHER PERSONAL SERVICES		223,066		0		0
FURLOUGH SAVINGS		(12,963)		0		0
TOTAL PERSONAL SERVICES	12.00	836,263 *	0.00	0	0.00	0

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: ADMINISTRATION

DIVISION: Management Information Systems

INDEX: 028000

ORIGIN/PURPOSE:

The Management Information Systems Division (MIS) was created in 1985 and is under the purview of the Chief of Information Systems.

The primary purposes of MIS are to provide efficient computer application services (both Mainframe and open systems) to all County agencies with a need for those services; the responsibility for management and operation of the County Data Center; plus the design, development and implementation of new computer systems and programs.

In FY 11 the Division of Management Information Systems Administration was combined with all other IT divisions into the Division of Information and Communication Technology.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,496,062	1,260,826	0	0	0
20	CONTRACTUAL SERVICES	425,302	464,268	0	0	0
30	SUPPLIES & MATERIALS	11,465	5,534	0	0	0
40	BUSINESS & TRAVEL	7,892	10,684	0	0	0
50	CAPITAL OUTLAY	0	11,184	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	96	43	0	0	0
GRAND TOTAL		1,940,817	1,752,539	0	0	0
<u>FUNDING SOURCE:</u>						
11	GENERAL	1,940,817	1,752,539	0	0	0

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: MANAGEMENT INFORMATION SYSTEMS

Index No. 028000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Computer Operations Supervisor	1.00	60,887	0.00	0	0.00	0
Computer Operator	1.00	37,142	0.00	0	0.00	0
Deputy Chief, MIS	1.00	114,265	0.00	0	0.00	0
Help Desk Support Specialist	1.00	37,862	0.00	0	0.00	0
Programmer Analyst I	6.00	409,574	0.00	0	0.00	0
Programmer Analyst II	4.00	371,027	0.00	0	0.00	0
Senior Computer Operator	1.00	56,354	0.00	0	0.00	0
Systems Analyst	0.00	0	0.00	0	0.00	0
Systems Programmer	1.00	71,856	0.00	0	0.00	0
SALARY TOTAL	16.00	1,158,967	0.00	0	0.00	0
OTHER PERSONAL SERVICES						
Pension & Retirement		111,493		0		0
Workers' Compensation		3,477		0		0
Health Benefits		160,843		0		0
Overtime & Shift Differential		7,115		0		0
FICA		88,742		0		0
Miscellaneous		2,240		0		0
TOTAL OTHER PERSONAL SERVICES		373,910		0		0
FURLOUGH SAVINGS		(23,993)		0		0
TOTAL PERSONAL SERVICES	16.00	1,508,884 *	0.00	0	0.00	0

* FY 10 Salaries and Other Personal Services are Enacted not Audited amount

DEPARTMENT: ADMINISTRATION

DIVISION: Information and Communication Technology

INDEX: 028100

ORIGIN/PURPOSE:

The Division of Information Systems Administration (026000) was originally funded in FY 97 to coordinated the activities of the divisions of Computer Support (027000) and Management Information Systems (028000). In 2009 the County commissioned a study to assess its current IT structure and propose a roadmap to address the County's current and future IT needs. One recommendation was to re-organize resources into a flatter organization structure, charged with establishing and implementing policies and procedures for County-wide IT activities to provide responsive, efficient and effective services to citizens, businesses and governmental agencies. In FY 11 the budget collapsed all IT divisions into the new Division of Information and Communication Technology. For FY 12, this Division is eliminated and by Executive Order the Office of Information and Communication Technology is created and administered by the Director of Information and Communication Technology, who reports directly to the County Executive.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	2,163,061	0	0
20	CONTRACTUAL SERVICES	0	0	1,586,565	0	0
30	SUPPLIES & MATERIALS	0	0	37,700	0	0
40	BUSINESS & TRAVEL	0	0	52,200	0	0
GRAND TOTAL		0	0	3,839,526	0	0
<u>FUNDING SOURCE:</u>						
11	GENERAL	0	0	3,839,526	0	0

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: INFORMATION AND COMMUNICATION TECHNOLOGY

Index No. 028100

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	0.00	0	1.00	46,494	0.00	0
Chief, Information Systems	0.00	0	1.00	95,000	0.00	0
Administrator	0.00	0	1.00	64,300	0.00	0
Computer Operator	0.00	0	1.00	37,142	0.00	0
Computer System Engineer I	0.00	0	1.00	40,966	0.00	0
Computer System Engineer II	0.00	0	4.00	192,028	0.00	0
Computer System Engineer III	0.00	0	2.00	118,674	0.00	0
Programmer Analyst I	0.00	0	6.00	409,574	0.00	0
Programmer Analyst II	0.00	0	3.00	275,837	0.00	0
Senior Computer Operator	0.00	0	1.00	56,354	0.00	0
Telecommunications Engineer II	0.00	0	2.00	99,316	0.00	0
Telecommunications Specialist I	0.00	0	1.00	65,788	0.00	0
Web Administrator	0.00	0	1.00	78,543	0.00	0
Web Designer	0.00	0	1.00	57,430	0.00	0
SALARY TOTAL	0.00	0	26.00	1,637,446	0.00	0 A
OTHER PERSONAL SERVICES						
Pension & Retirement		0		134,270		0
Workers' Compensation		0		10,805		0
Health Benefits		0		245,930		0
FICA		0		125,670		0
Overtime and Shift Differential		0		5,300		0
Miscellaneous		0		3,640		0
TOTAL OTHER PERSONAL SERVICES		0		525,615		0
TOTAL PERSONAL SERVICES	0.00	0	26.00	2,163,061	0.00	0

A - All positions transferred to newly created Department - Office of Information and Communication Technology - #181000

DEPARTMENT: ADMINISTRATION

DIVISION: Risk Management

INDEX: 029000

ORIGIN/PURPOSE:

The Risk Management Division, established by Bill No. 88-6 is administered by the County's Risk Manager and is responsible for 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. The County's real and personal properties are inventoried and reviewed throughout the year by staff members of Risk Management. The purpose of the inventory process is to create a property control effort and to establish a total value of these properties for insurance assessments. These values are reported to various insurance companies so that appropriate levels of coverage can be obtained.

The Safety Officer manages daily loss control efforts in order to make the workplace a safe environment for County employees. The responsibility for their safety also involves the training of personnel, on-site investigations, inspections of worksites and buildings, monitoring environmental air quality and keeping current with OSHA Regulation. The objective of this effort is to persuade employees to take a look at safety procedures and put that process into an effective action.

FY '11 - '12 GOAL & OBJECTIVE:

3 TO IMPLEMENT THE MOST EFFECTIVE PROCEDURES TO CONTROL AND PAY FOR ACCIDENT LOSSES

- o To manage the various aspects of Risk Management so that County personnel and property are adequately protected. When injury and/or property damage does occur, efficient procedures are in place that allows for proper methods to be performed that reduces the severity of the incident.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	590,682	587,878	624,004	1,337,780	1,337,780
20	CONTRACTUAL SERVICES	30,003	37,152	28,800	139,143	139,143
30	SUPPLIES & MATERIALS	2,792	3,688	9,800	13,500	13,500
40	BUSINESS & TRAVEL	11,154	5,751	11,350	19,900	19,900
50	CAPITAL OUTLAY	21,053	21,053	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	2,586	8,140	8,880	0	0
	GRAND TOTAL	658,270	663,662	682,834	1,510,323	1,510,323
	<u>FUNDING SOURCE:</u>					
11	GENERAL	658,270	663,662	682,834	1,510,323	1,510,323

DEPARTMENT: ADMINISTRATION**DIVISION: Risk Management****INDEX: 029000****FINANCIAL NOTES:**

The \$827,489 net increase in funding for Administration - Risk Management is the result of:

	FY 11	FY 12	CHANGE	
o	463,709	461,746	(1,963)	Full Time Salaries
			1,637	Salary adjustments based on the recommendations of the Department of Human Resources
			<u>(3,600)</u>	Staff Turnover <u>(0.78%)</u>
			<u>(1,963)</u>	
o		671,500	671,500	Positions transferred from Administration - Facilities & Operations #022000:
			# of Positions	Salary
			1.0	53,846
			10.0	362,667
			<u>11.0</u>	<u>416,513</u>
				Fringe
				27,008
				<u>227,979</u>
				<u>254,987</u>
				Total
				80,854
				<u>590,646</u>
				<u>671,500</u>
				Chief of Security Special Police Officer I
o		40,754	40,754	Additional funds provided for a 27th pay which will occur in FY 12
o	38,024	60,027	22,003	Pension rate adjustment
o	7,565	5,498	(2,067)	Workers' Compensation rate adjustment
o	78,112	61,811	(16,301)	Health Benefits are adjusted for an anticipated 15% increase, as well as staff opting for changes in level of coverage
o	35,474	35,324	(150)	FICA adjustments

INDEX: 029000

DEPARTMENT: ADMINISTRATION

DIVISION: Risk Management

INDEX: 029000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	8,750	123,665	114,915	Line items significantly adjusted due to the transfer of employees from Facilities & Operations:
		FY 11	FY 12	Change
		2,500	8,000	5,500 Telephone Service
		0	4,000	4,000 Uniform Rental
		0	22,000	22,000 Operating Equipment
		0	66,065	66,065 Security System
		0	1,000	1,000 General Office Supplies
		350	1,950	1,600 General Office Mailing
		0	400	400 Uniforms Purchase
		500	2,000	1,500 Safety Equipment
		0	2,000	2,000 Other Supplies & Materials - ammo and flags
		1,800	5,950	4,150 County Owned Vehicles
		2,500	7,850	5,350 Fuel Charges
		500	1,250	750 Non-Targeted Costs - FVS
		600	1,200	600 Membership Fees & Dues
		<u>8,750</u>	<u>123,665</u>	<u>114,915</u>

DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: RISK MANAGEMENT

Index No. 029000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	45,140	1.00	45,140	2.00	78,240 A
Administrative Assistant II	1.00	42,760	1.00	42,760	1.00	42,760
Asset Manager	1.00	83,773	1.00	69,795	1.00	69,795
Chief of Security	0.00	0	0.00	0	1.00	53,846 B
Claims Adjuster	1.00	68,925	1.00	51,000	1.00	47,400
Claims Clerk	0.00	0	1.00	33,100	0.00	0
Programmer Analyst I	1.00	78,543	1.00	78,543	1.00	78,543
Risk Manager	1.00	88,799	1.00	88,799	1.00	88,799
Safety Officer	1.00	54,572	1.00	54,572	1.00	56,209
Special Police Officers	0.00	0	0.00	0	10.00	362,667 C
SALARY TOTAL	7.00	462,512	8.00	463,709	19.00	878,259
OTHER PERSONAL SERVICES						
Pension & Retirement		44,494		38,024		114,174
Workers' Compensation		8,543		7,565		15,203
Health Benefits		78,543		78,112		219,543
FICA		35,382		35,474		67,187
Miscellaneous		980		1,120		2,660
TOTAL OTHER PERSONAL SERVICES		167,942		160,295		418,767
TOTAL 27TH PAY COST		0		0		40,754
FURLOUGH SAVINGS		(9,574)		0		0
TOTAL PERSONAL SERVICES	7.00	620,880 *	8.00	624,004	19.00	1,337,780

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Claims Clerk position reclassified as an Administrative Assistant I - #0694

B - One (1) Chief of Security position transferred from Administration - Facilities & Operations - #022000 - #0051

C - Ten (10) Special Police Officer I positions transferred from Administration - Facilities & Operations - #002200 - #3233, 3234, 3235, 3236, 3432, 3530, 3531, 3532, 3533 and 3534

RISK MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To implement the most effective procedures to control and pay for accident losses.

Department Objective

To minimize the County's cost of risk.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$756,667	\$658,270	\$620,880	\$682,834	\$1,510,323
Full-time staff assigned	6	6	8	8	19
<u>Output:</u>					
Number of incidents + inventory (200) + safety training (200)	1,470	1,405	1,495	1,500	1,560
<u>Efficiency:</u>					
Amount of SIR's, inventory and safety training	\$404	\$364	\$327	\$328	\$331
<u>Service Quality:</u>					
Satisfactorily completed 95% of claims	95%	95%	95%	95%	95%
<u>Outcome:</u>					
All completed by Risk Management	100%	100%	100%	100%	100%

Performance Measure Results

The cost of risk is a risk management tool that measures certain costs including insurance costs, risk management services, financial guarantees, and certain other expenses.

Major Related Plans and Policies

Harford County Budget Manual

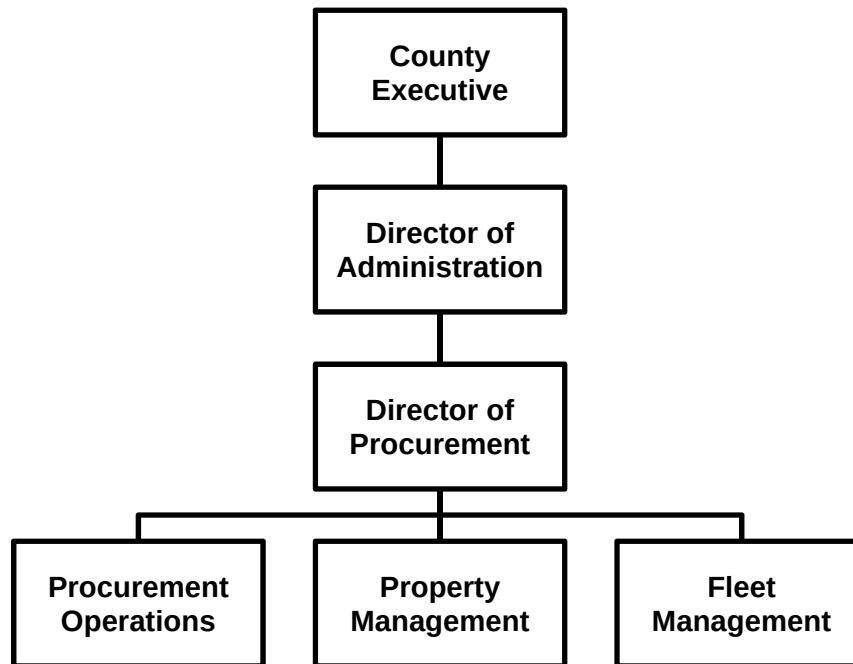
**GRANTS
ADMINISTRATION**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Energy Efficiency and Community Block Grant (EECBG)	2,189,400	0	8/21/2012 Federal One - time	The grant provides funds to develop, promote, implement, and manage energy efficiency and conservation projects and programs within Harford County. The grant funded twelve energy efficiency activities: offsetting the salaries of two full-time positions; developing an energy efficiency education and awareness program; conducting energy audits on 22 of Harford County Government and Harford County Public Library facilities; conducting energy conservation code training; implementing an energy efficient light-retrofit program; conducting a study of the proposed energy efficient 220 South Main Street server room; constructing an energy efficient server room for 220 S. Main St based upon the study; furthering the initiatives of the Harford County Rideshare program; conducting a energy efficiency study on the building envelope of the Courthouse; installing an energy efficient HVAC system at the Harford County Public Library - Edgewood Branch; installing an energy efficient chiller at the Harford County Public Library - Fallston Branch; and installing an energy efficient 'cool' roof on the Harford County Public School - Ring Factory Elementary School.	
TOTALS	2,189,400	0			



Harford County Administration Building

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; providing for the purchase, sale or lease of real property by the County; 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 three divisions: Procurement Operations, Property Management 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.

Property Management is responsible for overseeing property acquisition / disposal, relocation planning and lease management for the County's 400+/- properties.

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 OPEN, COST EFFECTIVE, AND EFFICIENT PROCUREMENT PROCESS THAT IS RESPONSIVE TO THE NEEDS OF HARFORD COUNTY GOVERNMENT AND THE CITIZENS OF HARFORD COUNTY

FY '11 - '12 KEY GOAL:

- 1 TO PROVIDE GOODS AND SERVICES TO OTHER COUNTY DEPARTMENTS AT THE BEST POSSIBLE COMBINATION OF PRICE, QUALITY AND TIMELINESS CONSISTENT WITH PREVAILING ECONOMIC CONDITIONS WHILE MAINTAINING A REPUTATION OF FAIRNESS AND INTEGRITY
- 2 TO CREATE A DATA BASE FOR THE PROPERTY MANAGEMENT DIVISION THAT TRACKS ALL LEASES AND ASSOCIATED COSTS FOR A MORE COST EFFECTIVE SYSTEM
- 3 TO IMPLEMENT A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET

PROCUREMENT

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,601,362	1,518,931	1,225,626	1,396,826	1,396,826
20	CONTRACTUAL SERVICES	2,591,031	2,515,557	2,878,551	2,979,120	2,979,120
30	SUPPLIES & MATERIALS	2,819,365	2,463,802	3,264,900	3,358,675	3,358,675
40	BUSINESS & TRAVEL	3,033,993	2,852,997	3,238,225	3,188,215	3,188,215
50	CAPITAL OUTLAY	80,546	673,871	0	0	0
80	INTERGOVERNMENTAL / INTERFUND	2,864	2,093	4,100	2,850	2,850
GRAND TOTAL		10,129,161	10,027,251	10,611,402	10,925,686	10,925,686

SUMMARY BY FUND:

11	GENERAL	3,980,765	3,798,048	3,673,803	3,927,660	3,927,660
25	HIGHWAYS	6,148,396	6,229,203	6,937,599	6,998,026	6,998,026
GRAND TOTAL		10,129,161	10,027,251	10,611,402	10,925,686	10,925,686

SUMMARY BY DIVISION:

GENERAL FUND:

031000	PROCUREMENT OPERATIONS	909,568	905,073	803,762	900,380	900,380
034000	PROPERTY MANAGEMENT	3,071,197	2,892,975	2,870,041	3,027,280	3,027,280

HIGHWAYS FUND:

032000	FLEET MANAGEMENT	6,148,396	6,229,203	6,937,599	6,998,026	6,998,026
GRAND TOTAL		10,129,161	10,027,251	10,611,402	10,925,686	10,925,686

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PROCUREMENT - GENERAL FUND</u>						
Administrative Assistant I	2.00	79,036	1.00	40,107	0.00	0
Administrative Assistant II	2.00	94,774	3.00	133,703	4.00	175,815
Administrative Secretary III	1.00	47,400	1.00	47,400	1.00	47,400
Chief, Property Management	1.00	73,001	1.00	0	1.00	0
Deputy Director of Procurement	1.00	92,003	1.00	92,003	1.00	92,003
Director of Procurement	1.00	110,933	1.00	110,933	1.00	110,933
Procurement Agent I	1.00	41,513	1.00	41,513	0.00	0
Procurement Agent II	8.00	465,293	7.00	275,167	4.00	153,680
Procurement Agent III	1.00	82,183	1.00	52,800	4.00	226,859
TOTAL FULL-TIME SALARIES	18.00	1,086,136	17.00	793,626	16.00	806,690
TOTAL 27TH PAY COST				0		37,424
FURLOUGH SAVINGS		(22,485)		0		0
SUB-TOTAL GENERAL FUND SALARIES	18.00	1,063,651	17.00	793,626	16.00	844,114

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PROCUREMENT - HIGHWAYS FUND</u>						
Administrative Assistant I	1.00	36,683	1.00	36,683	1.00	36,683
Fleet Manager	1.00	83,773	1.00	83,773	1.00	83,773
TOTAL FULL-TIME SALARIES	2.00	120,456	2.00	120,456	2.00	120,456
TOTAL 27TH PAY COST		0		0		5,589
FURLOUGH SAVINGS		(2,493)		0		0
SUB-TOTAL HIGHWAYS FUND SALARIES	2.00	117,963	2.00	120,456	2.00	126,045
OTHER PERSONAL SERVICES						
Pension		116,075		74,955		120,528
Workers' Compensation		20,654		12,282		8,869
Health Benefits		187,184		152,396		224,360
FICA		92,048		69,671		70,670
Miscellaneous		2,800		2,240		2,240
TOTAL OTHER PERSONAL SERVICES		418,761		311,544		426,667
<u>PROCUREMENT - DEPARTMENT TOTALS</u>						
TOTAL FULL-TIME SALARIES	20.00	1,206,592	19.00	914,082	18.00	927,146
TOTAL 27TH PAY COST		0		0		43,013
FURLOUGH SAVINGS		(24,978)		0		0
TOTAL OTHER PERSONAL SERVICES		418,761		311,544		426,667
DEPARTMENT SALARY TOTAL	20.00	1,600,375	19.00	1,225,626	18.00	1,396,826

PROCUREMENT

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,430,832	1,348,724	1,054,577	1,211,065	1,211,065
20	CONTRACTUAL SERVICES	2,535,942	2,440,214	2,605,151	2,706,120	2,706,120
30	SUPPLIES & MATERIALS	5,010	3,936	6,800	5,000	5,000
40	BUSINESS & TRAVEL	6,117	3,081	3,175	2,625	2,625
80	INTERGOVERNMENTAL	2,864	2,093	4,100	2,850	2,850
	GRAND TOTAL	3,980,765	3,798,048	3,673,803	3,927,660	3,927,660

SUMMARY BY FUND:

11	GENERAL	3,980,765	3,798,048	3,673,803	3,927,660	3,927,660
	GRAND TOTAL	3,980,765	3,798,048	3,673,803	3,927,660	3,927,660

SUMMARY BY DIVISION:

031000	PROCUREMENT OPERATIONS	909,568	905,073	803,762	900,380	900,380
034000	PROPERTY MANAGEMENT	3,071,197	2,892,975	2,870,041	3,027,280	3,027,280
	GRAND TOTAL	3,980,765	3,798,048	3,673,803	3,927,660	3,927,660

DEPARTMENT SUMMARY

DEPARTMENT: PROCUREMENT - GENERAL FUNDS

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	79,036	1.00	40,107	0.00	0
Administrative Assistant II	2.00	94,774	3.00	133,703	4.00	175,815
Administrative Secretary III	1.00	47,400	1.00	47,400	1.00	47,400
Chief, Property Management	1.00	73,001	1.00	0	1.00	0
Deputy Director of Procurement	1.00	92,003	1.00	92,003	1.00	92,003
Director of Procurement	1.00	110,933	1.00	110,933	1.00	110,933
Procurement Agent I	1.00	41,513	1.00	41,513	0.00	0
Procurement Agent II	8.00	465,293	7.00	275,167	4.00	153,680
Procurement Agent III	1.00	82,183	1.00	52,800	4.00	226,859
SALARY TOTAL	18.00	1,086,136	17.00	793,626	16.00	806,690
OTHER PERSONAL SERVICES						
Pension		104,487		65,078		104,869
Workers' Compensation		17,654		9,482		6,844
Health Benefits		159,023		123,975		191,823
FICA		82,833		60,456		61,455
Miscellaneous		2,520		1,960		1,960
TOTAL OTHER PERSONAL SERVICES		366,517		260,951		366,951
TOTAL 27TH PAY COST		0		0		37,424
FURLOUGH SAVINGS		(22,485)		0		0
TOTAL PERSONAL SERVICES	18.00	1,430,168 *	17.00	1,054,577	16.00	1,211,065

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PROCUREMENT

DIVISION: 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 '11 -'12 GOALS & OBJECTIVES:

- 1 TO PROVIDE GOODS AND SERVICES TO OTHER COUNTY DEPARTMENTS AT THE BEST POSSIBLE COMBINATION OF PRICE, QUALITY AND TIMELINESS CONSISTENT WITH PREVAILING ECONOMIC CONDITIONS WHILE MAINTAINING A REPUTATION OF FAIRNESS AND INTEGRITY
 - o To improve efficiency by increasing the number of cooperative purchases without compromising quality

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	877,264	879,145	773,887	875,880	875,880
20	CONTRACTUAL SERVICES	20,885	18,658	19,550	16,550	16,550
30	SUPPLIES & MATERIALS	4,569	3,301	5,500	4,050	4,050
40	BUSINESS & TRAVEL	4,287	2,049	1,725	1,300	1,300
80	INTERGOVERNMENTAL	2,563	1,920	3,100	2,600	2,600
	GRAND TOTAL	909,568	905,073	803,762	900,380	900,380
<u>FUNDING SOURCE:</u>						
11	GENERAL	909,568	905,073	803,762	900,380	900,380

DEPARTMENT: PROCUREMENT**DIVISION: Procurement Operations****INDEX: 031000****FINANCIAL NOTES:**

The \$96,618 net increase in funding for Procurement - Procurement Operations is the result of:

	FY 11	FY 12	CHANGE	
o	581,191	588,764	7,573	Full Time Salaries
			(4,537)	Staff Turnover (0.78%)
			12,110	Salary adjustments based on the recommendations of the Department of Human Resources
			<u>7,573</u>	
o		27,311	27,311	Additional funds provided for a 27th pay which will occur in FY 12
o	96,278	134,895	38,617	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	47,658	76,539	28,881	Pension / Retirement rate adjustments
o	3,155	2,187	(968)	Workers' Compensation rate adjustments
o	44,205	44,784	579	FICA adjustments
o	5,300	3,500	(1,800)	Telephone Service - decrease due to County-wide Share Plan and Procurement Operations and Property Management now in same office
o	6,000	5,000	(1,000)	Office Equipment - decrease due to Procurement Operations and Property Management now sharing one copier
o	7,500	7,500	0	Other Professional Services - Consultant support for electricity bid through Baltimore Regional Cooperative Purchasing Committee.
o	7,850	5,750	(2,100)	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	600	550	(50)	Fax Services
	150	0	(150)	Other Advertising
	2,700	1,500	(1,200)	General Office Supplies
	200	100	(100)	Delivery Charges
	1,100	1,000	(100)	Computer Supplies
	3,100	2,600	(500)	Fleet Daily Carpool Rentals
	<u>7,850</u>	<u>5,750</u>	<u>(2,100)</u>	

DEPARTMENT: PROCUREMENT

DIVISION: Procurement Operations

INDEX: 031000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	725	250	(475)	Significant reductions recommended due to the state of the economy:
	FY 11	FY 12	Change	
	50	0	(50)	Mileage
	175	100	(75)	Parking and Tolls
	500	150	(350)	Meals
	<u>725</u>	<u>250</u>	<u>(475)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PROCUREMENT
DIVISION: PROCUREMENT OPERATIONS

Index No. 031000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	38,929	0.00	0	0.00	0
Administrative Assistant II	2.00	94,774	3.00	133,703	3.00	133,703
Administrative Secretary III	1.00	47,400	1.00	47,400	1.00	47,400
Deputy Director of Procurement	1.00	92,003	1.00	92,003	1.00	92,003
Director of Procurement	1.00	110,933	1.00	110,933	1.00	110,933
Procurement Agent I	1.00	41,513	1.00	41,513	0.00	0
Procurement Agent II	3.00	155,639	4.00	155,639	3.00	94,800 A
Procurement Agent III	1.00	82,183	0.00	0	2.00	109,925 B
SALARY TOTAL	11.00	663,374	11.00	581,191	11.00	588,764
OTHER PERSONAL SERVICES						
Pension		63,817		47,658		76,539
Workers' Compensation		3,626		3,155		2,187
Health Benefits		110,029		96,278		134,895
FICA		50,492		44,205		44,784
Miscellaneous		1,540		1,400		1,400
TOTAL OTHER PERSONAL SERVICES		229,504		192,696		259,805
TOTAL 27TH PAY COST		0		0		27,311
FURLOUGH SAVINGS		(13,733)		0		0
TOTAL PERSONAL SERVICES	11.00	879,145 *	11.00	773,887	11.00	875,880

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Procurement Agent I upgraded to a Procurement Agent II - # 0107

One (1) vacant Procurement Agent II position unfunded @ \$ 48,000 for FY 12 - # 0106

B - Two (2) Procurement Agent II Positions upgraded to Procurement Agent III - # 0100 and 0101

PROCUREMENT - PROCUREMENT OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide goods and services to other County departments at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining a high standard of fairness and integrity.

Department Objective

To improve efficiency by increasing the number of cooperative purchases without compromising quality.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	N/A*	N/A*	\$879,145	\$748,887	\$875,880
Number of staff	N/A*	N/A*	10	10	9
<u>Output:</u>					
Number of Procurement Card Purchases	N/A*	N/A*	195	5,071	5,578
Number of Purchase Orders	N/A*	N/A*	12,015	13,000	7,513
<u>Efficiency:</u>					
Administrative Costs for Procurement Card Purchases	N/A*	N/A*	\$13,845	\$360,041	\$396,038
Administrative Costs for Purchase Orders	N/A*	N/A*	\$3,172,240	\$3,535,140	\$2,854,940
<u>Service Quality:</u>					
Completion time for Procurement Card Transactions	N/A*	N/A*	2 days	2 days	2 days
Completion time for Purchase Orders	N/A*	N/A*	14 days	14 days	14 days
<u>Outcome:</u>					
Percent of Procurement Card Purchases	N/A*	N/A*	1.60%	35%	42%
Dollars saved through Procurement Card Purchases	N/A*	N/A*	\$60,255	\$1,566,939	\$1,723,602

Explanation and Analysis of Performance Measures

The Procurement department has initiated Procurement Card purchases to achieve economies of scale and administrative savings. Procurement card purchases can be readily monitored for more transparency. The use of Procurement cards generates more local spending.

Major Related Plans and Policies

Financial Planning Policy / Strategic Planning Policy

*New performance measure therefore data was not available for previous years

DEPARTMENT: PROCUREMENT

DIVISION: Property Management

INDEX: 034000

ORIGIN/PURPOSE:

This division is responsible for overseeing property acquisition / disposal, relocation planning and lease management for the County's growing inventory of properties.

FY '11 - '12 GOAL & OBJECTIVE:

2 TO CREATE A DATABASE FOR THE PROPERTY MANAGEMENT DIVISION THAT TRACKS ALL LEASES AND ASSOCIATED COSTS FOR A MORE COST EFFECTIVE SYSTEM

- o To create a database of County leases to provide centralized assistance and improve "turn around time" when providing necessary information regarding possible site acquisition by 10%

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	553,568	469,579	280,690	335,185	335,185
20	CONTRACTUAL SERVICES	2,515,057	2,421,556	2,585,601	2,689,570	2,689,570
30	SUPPLIES & MATERIALS	441	635	1,300	950	950
40	BUSINESS & TRAVEL	1,830	1,032	1,450	1,325	1,325
80	INTERGOVERNMENTAL	301	173	1,000	250	250
	GRAND TOTAL	<u>3,071,197</u>	<u>2,892,975</u>	<u>2,870,041</u>	<u>3,027,280</u>	<u>3,027,280</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>3,071,197</u>	<u>2,892,975</u>	<u>2,870,041</u>	<u>3,027,280</u>	<u>3,027,280</u>

DEPARTMENT: PROCUREMENT**DIVISION: Property Management****INDEX: 034000****FINANCIAL NOTES:**

The \$157,239 net increase in funding for Procurement - Property Management is the result of:

	FY 11	FY 12	CHANGE	
o	212,435	217,926	5,491	Full Time Salaries 5,491 Salary adjustments based on the recommendations of the Department of Human Resources
o	0	0	0	One Procurement Agent II position abolished, position was unfunded in FY 11
o		10,113	10,113	Additional funds provided for a 27th pay which will occur in FY 12
o	27,697	56,928	29,231	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	17,420	28,330	10,910	Pension / Retirement rate adjustments
o	6,327	4,657	(1,670)	Workers' Compensation rate adjustments
o	16,251	16,671	420	FICA adjustments
o	3,500	1,380	(2,120)	Office Equipment - decrease due to Procurement Operations and Property Management now sharing one copier
o	2,358,706	2,484,640	125,934	Space & Real Estate Rental - increase based on actual cost of leases per Lease Coordinator. Increase due to addition of BRAC office lease, Council Auditor lease and average of 3% increase in existing leases.
o	140,000	153,000	13,000	Electricity - based on actual expense history and addition of BRAC offices

DEPARTMENT: PROCUREMENT

DIVISION: Property Management

INDEX: 034000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	50,545	52,150	1,605	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	10,000	9,500	(500)	Heating Fuel (Gas)
	1,500	1,200	(300)	Water and Sewer
	100	500	400	Telephone Service
	250	150	(100)	Legal Notice
	4,000	3,800	(200)	Co. Facility Repair & Renovations
	45	0	(45)	Office Equipment Service
	32,000	35,000	3,000	Building / Custodial Service
	500	300	(200)	Security Systems
	500	200	(300)	General Office Supplies
	100	200	100	General Office Mailing
	350	200	(150)	Computer Supplies
	1,200	1,100	(100)	Professional Books and Periodicals
	50,545	52,150	1,605	
o	35,000	0	(35,000)	Other Professional Services - elimination of outsourcing of property and right of way contracts
o	0	100	100	Fax Service - increase due to splitting cost of fax line with Procurement Operations
o	1,000	250	(750)	Fleet Daily Carpool Rental - decrease due to reduction in workforce and actual usage

DIVISION STAFF SUMMARY

DEPARTMENT: PROCUREMENT
DIVISION: PROPERTY MANAGEMENT

Index No. 034000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	1.00	40,107	0.00	0
Administrative Assistant II	0.00	0	0.00	0	1.00	42,112 A
Chief, Property Management	1.00	73,001	1.00	0	1.00	0 B
Procurement Agent II	5.00	309,654	3.00	119,528	1.00	58,880 C
Procurement Agent III	0.00	0	1.00	52,800	2.00	116,934 D
SALARY TOTAL	7.00	422,762	6.00	212,435	5.00	217,926
OTHER PERSONAL SERVICES						
Pension		40,670		17,420		28,330
Workers' Compensation		14,028		6,327		4,657
Health Benefits		48,994		27,697		56,928
FICA		32,341		16,251		16,671
Miscellaneous		980		560		560
TOTAL OTHER PERSONAL SERVICES		137,013		68,255		107,146
TOTAL 27TH PAY COST		0		0		10,113
FURLOUGH SAVINGS		(8,752)		0		0
TOTAL PERSONAL SERVICES	7.00	551,023 *	6.00	280,690	5.00	335,185

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) Administrative Assistant I upgraded to an Administrative Assistant II - # 0732
- B - One (1) vacant Chief, Property Management position unfunded @ (\$68,000) for FY 12 - # 1377
- C - One (1) vacant Procurement Agent II position abolished in FY 12 - # 1661
- D - One (1) Procurement Agent II upgraded to a Procurement Agent III - # 0745

PROCUREMENT - PROPERTY MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To create a Property Management Division that meets or exceeds the expectations of its client base.

Department Objective

To create a database of County leases to provide centralized assistance and improve "turn around time" when providing necessary information regarding possible site acquisition by 5% over historical performance.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$549,695	\$553,568	\$469,579	\$280,690	\$335,185
Number of staff	7	7	5	4	4
<u>Output:</u>					
Number of Real Property actions	222	86	270	280	305
<u>Efficiency:</u>					
Cost per Real Property action	\$2,476	\$6,437	\$1,739	\$1,002	\$1,099
<u>Service Quality:</u>					
Average percent rated by Clients	60%	68%	70%	92%	95%
<u>Outcome:</u>					
Decrease in cost per action	N/A	-\$3,961	(\$4,697.82)	(\$736.72)	(\$96.50)

Explanation and Analysis of Performance Measures

The Division of Property Management over the last two years has decreased staff significantly, however the volume of projects has continued to increase. The Division of Property Management also shows an overall increase in quality of service as rated by the Division's clients.

Major Related Plans and Policies

Financial Planning Policy
Strategic Planning
Capital Improvement Budget Policies

DEPARTMENT: PROCUREMENT

DIVISION: Fleet Management

INDEX: 032000

ORIGIN/PURPOSE:

This division will be responsible for the maintenance and disposition of the County's motor fleet along with the County's motor fuel dispensing operations.

FY '11 - '12 GOAL & OBJECTIVE:

TO IMPLEMENT A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET

- o To increase / maintain high efficiency standards and fleet availability while decreasing maintenance costs by 5%

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	170,530	170,207	171,049	185,761	185,761
20	CONTRACTUAL SERVICES	55,089	75,343	273,400	273,000	273,000
30	SUPPLIES & MATERIALS	2,814,355	2,459,866	3,258,100	3,353,675	3,353,675
40	BUSINESS & TRAVEL	3,027,876	2,849,916	3,235,050	3,185,590	3,185,590
50	CAPITAL OUTLAY	80,546	673,871	0	0	0
	GRAND TOTAL	<u>6,148,396</u>	<u>6,229,203</u>	<u>6,937,599</u>	<u>6,998,026</u>	<u>6,998,026</u>
	<u>FUNDING SOURCE:</u>					
25	HIGHWAYS	<u>6,148,396</u>	<u>6,229,203</u>	<u>6,937,599</u>	<u>6,998,026</u>	<u>6,998,026</u>

DEPARTMENT: PROCUREMENT**DIVISION: Fleet Management****INDEX: 032000****FINANCIAL NOTES:**

The \$60,427 net increase in funding for Procurement - Fleet Management is the result of:

	FY 11	FY 12	CHANGE
o		5,589	5,589 Additional funds provided for a 27th pay which will occur in FY 12
o	9,877	15,659	5,782 Pension / Retirement rate adjustments
o	2,800	2,025	(775) Workers' Compensation rate adjustments
o	28,421	32,537	4,116 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	26,000	30,000	4,000 Heating Fuel (Oil) - increase based on actual expense history and ISO Bunkers contract
o	150,000	150,000	0 Other Professional Services - MES agreement for fuel tank maintenance
o	1,145,250	1,092,515	(52,735) Line items significantly adjusted, based on actual expense history:

FY 11	FY 12	Change	
30,000	27,000	(3,000)	Electricity
8,300	8,200	(100)	Telephone Service
300	200	(100)	Fax Service
700	0	(700)	Other Contractual Services
1,000	900	(100)	General Office Supplies
300	150	(150)	Printing Commercial
200	75	(125)	Paper Supplies
3,000	4,800	1,800	Fuel Charges
1,100,000	1,050,000	(50,000)	Non-Targeted Charges FVS
50	200	150	Parking and Tolls
900	990	90	Membership Fees & Dues
500	0	(500)	Training Seminars
1,145,250	1,092,515	(52,735)	

DEPARTMENT: PROCUREMENT

DIVISION: Fleet Management

INDEX: 032000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	1,350,000	1,236,000	(114,000) Diesel Fuel - decrease based on usage trends and cost projections
o	1,890,000	2,100,000	210,000 Gasoline - increase based on usage trends and cost projections
o	5,000	4,000	(1,000) County Owned Vehicles - decrease based on usage trends and cost projections
o	8,000	7,500	(500) Building/Custodial Services - decrease based on ARC contract

DIVISION STAFF SUMMARY

DEPARTMENT: PROCUREMENT
DIVISION: FLEET MANAGEMENT

Index No. 032000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	36,683	1.00	36,683	1.00	36,683
Fleet Manager	1.00	83,773	1.00	83,773	1.00	83,773
SALARY TOTAL	2.00	120,456	2.00	120,456	2.00	120,456
OTHER PERSONAL SERVICES						
Pension		11,588		9,877		15,659
Workers' Compensation		3,000		2,800		2,025
Health Benefits		28,161		28,421		32,537
FICA		9,215		9,215		9,215
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		52,244		50,593		59,716
TOTAL 27TH PAY COST		0		0		5,589
FURLOUGH SAVINGS		(2,493)		0		0
TOTAL PERSONAL SERVICES	2.00	170,207 *	2.00	171,049	2.00	185,761

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PROCUREMENT - FLEET MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To create a database to accurately track the management, maintenance, and associated costs of the Harford County Fleet.

Department Objective

To increase / maintain high efficiency standards and fleet availability while decreasing maintenance costs by 5%.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated*	3,771,880	3,017,289	2,849,916	\$3,235,050	\$3,185,590
Number of Staff	2	2	2	2	2
*Target & Non-Targeted Charges					
<u>Output:</u>					
Number of vehicles maintained	1,047	1,077	1,096	1,087	1,146
<u>Efficiency:</u>					
Budgeted maintenance cost per vehicle	\$3,603	\$2,802	\$2,961	\$2,967	\$2,780
<u>Service Quality:</u>					
Percent of agency responses rating satisfactory or higher	98.80%	98.93%	98.60%	99.20%	98.00%
<u>Outcome:</u>					
Actual maintenance cost per vehicle	\$2,991	\$2,783	\$2,600	\$3,051	\$2,600
Percent saved over budgeted amount	17%	1%	14%	(2%)	6%

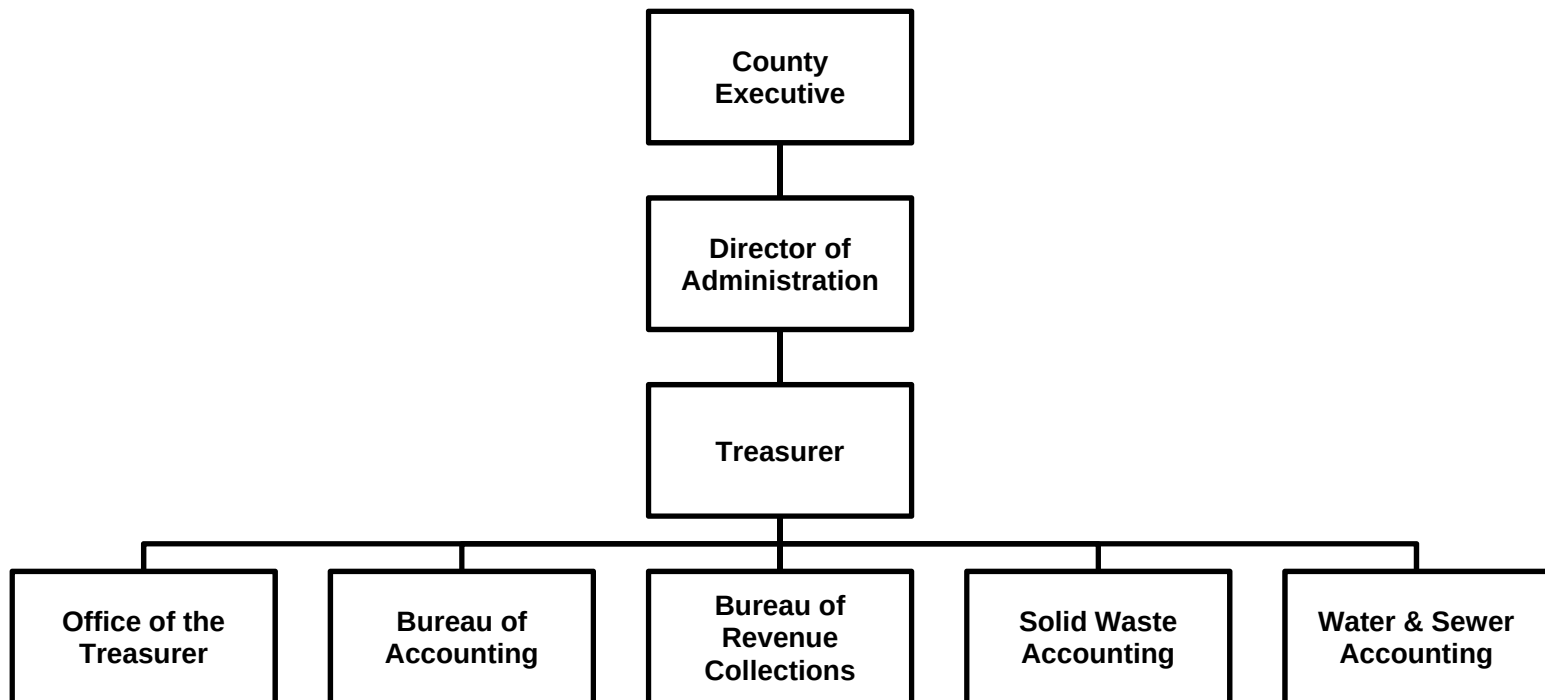
Explanation and Analysis of Performance Measures

The Fleet Management Division of the Department of Procurement is dedicated to improving the efficiency of the Fleet Maintenance Program.

Major Related Plans and Policies

Financial Planning Policy

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

The Bureau of Accounting manages County disbursements, receivables, 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 of Treasury 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

FY '11 - '12 KEY GOAL:

- 1 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 TO FULLY MEET ALL REPORTING REQUIREMENTS.

TREASURY

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	3,904,426	3,931,327	3,861,181	3,805,731	3,805,731
20	CONTRACTUAL SERVICES	505,342	488,883	515,365	514,605	514,605
30	SUPPLIES & MATERIALS	251,981	264,037	269,135	270,575	270,575
40	BUSINESS & TRAVEL	17,107	13,012	18,325	14,500	14,500
50	CAPITAL OUTLAY	682	0	0	0	0
80	INTERGOVERNMENTAL	467	114	520	670	670
	GRAND TOTAL	4,680,005	4,697,373	4,664,526	4,606,081	4,606,081
<u>SUMMARY BY FUND:</u>						
11	GENERAL	3,898,540	3,919,065	3,878,816	3,747,671	3,747,671
51	WATER & SEWER OPERATING	781,465	778,308	785,710	858,410	858,410
	GRAND TOTAL	4,680,005	4,697,373	4,664,526	4,606,081	4,606,081
<u>SUMMARY BY DIVISION:</u>						
<u>GENERAL FUND:</u>						
041000	OFFICE OF THE TREASURER	652,263	619,698	602,953	669,688	669,688
043000	BUREAU OF ACCOUNTING	2,367,763	2,405,848	2,358,081	2,150,051	2,150,051
044000	BUREAU OF REVENUE COLLECTIONS	800,533	798,324	820,505	822,988	822,988
047100	SOLID WASTE ACCOUNTING	77,981	95,195	97,277	104,944	104,944
<u>WATER & SEWER FUND:</u>						
045000	WATER & SEWER ACCOUNTING	781,465	778,308	785,710	858,410	858,410
	GRAND TOTAL	4,680,005	4,697,373	4,664,526	4,606,081	4,606,081
SUMMARY OF GRANT BUDGETS						35,000,000

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>TREASURY - GENERAL FUNDS</u>						
Accountant I	0.00	0.00	1.00	45,000	0.00	0
Accountant II	4.00	262,609	3.00	181,738	4.00	241,738
Accountant III	3.00	271,074	3.00	271,074	3.00	271,074
Accountant IV	1.00	104,624	1.00	104,624	1.00	0
Accounting Clerk I	0.00	0	0.00	0	1.00	0
Accounting Clerk II	6.00	282,469	5.00	249,369	11.00	414,010
Accounting Technician I	4.00	186,299	4.00	186,299	4.00	204,908
Accounting Technician II	7.00	397,506	6.00	357,606	6.00	344,096
Accounts Payable Supervisor	1.00	57,859	1.00	57,859	1.00	57,859
Administrative Secretary III	1.00	0	1.00	0	0.00	0
Administrative Specialist II	1.00	47,611	1.00	47,611	1.00	47,611
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	58,540	1.00	58,540
Cashier I	1.00	27,500	1.00	27,500	0.00	0
Cashier II	6.00	243,292	5.00	209,670	0.00	0
Cashier Development Trainee	0.00	0	1.00	23,700	0.00	0
Chief, Bureau of Accounting	1.00	111,002	1.00	111,002	1.00	0
Deputy Treasurer	1.00	115,174	1.00	115,174	1.00	115,174
Financial Systems Coordinator	1.00	71,009	1.00	71,009	1.00	71,009
Financial Systems Management Supervisor	1.00	81,680	1.00	81,680	1.00	81,680
Revenue Collections Supervisor	1.00	57,859	0.00	0	0.00	0
Treasurer	1.00	130,890	1.00	115,000	1.00	130,890
FULL-TIME SALARIES	42.00	2,506,997	39.00	2,314,455	38.00	2,038,589
SALARY OFFSET		(16,174)		0		0
TOTAL FULL TIME SALARIES	42.00	2,490,823	39.00	2,314,455	38.00	2,038,589
PART-TIME SALARIES						
Accounting Clerk II	0.00	0	0.00	0	0.60	20,767
Cashier II	0.60	20,767	0.60	20,767	0.00	0
TOTAL PART-TIME SALARIES	0.60	20,767	0.60	20,767	0.60	20,767
TEMPORARY SALARIES		14,750		13,750		13,750
TOTAL 27TH PAY COST		0		0		96,124
FURLOUGH SAVINGS		(52,280)		0		0
SUB-TOTAL GENERAL FUND SALARIES	42.60	2,474,060 *	39.60	2,348,972	38.60	2,169,230

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>TREASURY - WATER & SEWER FUNDS</u>						
Accountant II	0.00	0.00	0.00	0.00	1.00	68,000
Accountant III	1.00	61,668	1.00	61,668	1.00	61,668
Accounting Clerk II	4.00	153,740	4.00	153,740	4.00	153,218
Accounting Technician I	2.00	121,954	2.00	121,954	2.00	121,954
Accounting Technician II	1.00	71,734	1.00	71,734	0.00	0
Assistant Supervisor of Revenue Collections	0.00	0	0.00	0	1.00	75,321
Water & Sewer Accounting Supervisor	1.00	81,680	1.00	74,000	0.00	0
TOTAL FULL-TIME SALARIES	9.00	490,776	9.00	483,096	9.00	480,161
TOTAL 27TH PAY COST		0		0		22,282
FURLOUGH SAVINGS		(10,160)		0		0
SUB-TOTAL W & S FUND SALARIES	9.00	490,776 *	9.00	483,096	9.00	502,443
 OTHER PERSONAL SERVICES						
Pension & Retirement		298,251		232,229		331,926
Workers' Compensation		9,054		7,891		5,079
Health Benefits		613,913		566,575		597,582
FICA		229,386		215,698		193,311
Miscellaneous		7,140		6,720		6,160
TOTAL OTHER PERSONAL SERVICES		1,157,744 *		1,029,113		1,134,058

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>TREASURY - DEPARTMENT TOTALS</u>						
TOTAL FULL-TIME SALARIES	51.00	2,997,773	48.00	2,797,551	47.00	2,518,750
TOTAL SALARY OFFSET		(16,174)		0		0
TOTAL PART-TIME SALARIES	0.60	20,767	0.60	20,767	0.60	20,767
TOTAL TEMPORARY SALARIES		14,750		13,750		13,750
TOTAL OTHER PERSONAL SERVICES		1,157,744		1,029,113		1,134,058
TOTAL 27TH PAY COST		0		0		118,406
FURLOUGH SAVINGS		<u>(62,440)</u>		<u>0</u>		<u>0</u>
DEPARTMENTAL SALARY TOTAL	<u>51.60</u>	<u>4,112,420 *</u>	<u>48.60</u>	<u>3,861,181</u>	<u>47.60</u>	<u>3,805,731</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	3,256,750	3,301,764	3,212,046	3,090,211	3,090,211
20	CONTRACTUAL SERVICES	481,964	463,788	491,640	490,280	490,280
30	SUPPLIES & MATERIALS	142,593	141,187	157,885	153,260	153,260
40	BUSINESS & TRAVEL	16,084	12,212	16,725	13,300	13,300
50	CAPITAL OUTLAY	682	0	0	0	0
80	INTERGOVERNMENTAL	467	114	520	620	620
	GRAND TOTAL	3,898,540	3,919,065	3,878,816	3,747,671	3,747,671

SUMMARY BY FUND:

11	GENERAL	3,898,540	3,919,065	3,878,816	3,747,671	3,747,671
	GRAND TOTAL	3,898,540	3,919,065	3,878,816	3,747,671	3,747,671

SUMMARY BY DIVISION:

041000	OFFICE OF THE TREASURER	652,263	619,698	602,953	669,688	669,688
043000	BUREAU OF ACCOUNTING	2,367,763	2,405,848	2,358,081	2,150,051	2,150,051
044000	BUREAU OF REVENUE COLLECTIONS	800,533	798,324	820,505	822,988	822,988
047100	SOLID WASTE ACCOUNTING	77,981	95,195	97,277	104,944	104,944
	GRAND TOTAL	3,898,540	3,919,065	3,878,816	3,747,671	3,747,671

DEPARTMENT SUMMARY

DEPARTMENT: TREASURY - GENERAL FUNDS

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	0.00	0.00	1.00	45,000	0.00	0
Accountant II	4.00	262,609	3.00	181,738	4.00	241,738
Accountant III	3.00	271,074	3.00	271,074	3.00	271,074
Accountant IV	1.00	104,624	1.00	104,624	1.00	0
Accounting Clerk I	0.00	0	0.00	0	1.00	0
Accounting Clerk II	6.00	282,469	5.00	249,369	11.00	414,010
Accounting Technician I	4.00	186,299	4.00	186,299	4.00	204,908
Accounting Technician II	7.00	397,506	6.00	357,606	6.00	344,096
Accounts Payable Supervisor	1.00	57,859	1.00	57,859	1.00	57,859
Administrative Secretary III	1.00	0	1.00	0	0.00	0
Administrative Specialist II	1.00	47,611	1.00	47,611	1.00	47,611
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	58,540	1.00	58,540
Cashier I	1.00	27,500	1.00	27,500	0.00	0
Cashier II	6.00	243,292	5.00	209,670	0.00	0
Cashier Development Trainee	0.00	0	1.00	23,700	0.00	0
Chief, Bureau of Accounting	1.00	111,002	1.00	111,002	1.00	0
Deputy Treasurer	1.00	115,174	1.00	115,174	1.00	115,174
Financial Systems Coordinator	1.00	71,009	1.00	71,009	1.00	71,009
Financial Systems Management Supervisor	1.00	81,680	1.00	81,680	1.00	81,680
Revenue Collections Supervisor	1.00	57,859	0.00	0	0.00	0
Treasurer	1.00	130,890	1.00	115,000	1.00	130,890
FULL-TIME SALARIES	42.00	2,506,997	39.00	2,314,455	38.00	2,038,589
SALARY OFFSET		(16,174)		0		0
TOTAL FULL-TIME SALARIES	42.00	2,490,823	39.00	2,314,455	38.00	2,038,589
PART-TIME SALARIES						
Accounting Clerk II	0.00	0	0.00	0	0.60	20,767
Cashier II	0.60	20,767	0.60	20,767	0.00	0
TOTAL PART-TIME SALARIES	0.60	20,767	0.60	20,767	0.60	20,767
TEMPORARY SALARIES		14,750		13,750		13,750
SALARY TOTAL	42.60	2,526,340	39.60	2,348,972	38.60	2,073,106

DEPARTMENT SUMMARY

DEPARTMENT: TREASURY - GENERAL FUNDS

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		251,038		192,615		269,505
Workers' Compensation		7,582		6,538		4,119
Health Benefits		537,694		479,720		485,878
FICA		191,842		178,741		156,579
Miscellaneous		5,880		5,460		4,900
TOTAL OTHER PERSONAL SERVICES		994,036		863,074		920,981
TOTAL 27TH PAY COSTS		0		0		96,124
FURLOUGH SAVINGS		(52,280)		0		0
TOTAL PERSONAL SERVICES	42.60	3,468,096 *	39.60	3,212,046	38.60	3,090,211

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: TREASURY

DIVISION: 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 the Treasury, including Accounting and Revenue Collections, and has oversight responsibility for Water and Sewer and Solid Waste Accounting. This office also provides financial support and information to the County Administration and County Council. It is responsible for maintaining the Administrative liaison with the County Council for providing fiscal impact notes and financial information, and support for proposed legislation and resolutions.

The Office of the Treasurer has been instrumental in securing the Certificate of Excellence for Financial Reporting for Harford County's Comprehensive Annual Financial Report for the 25th consecutive year and has applied for the award for the most current audit.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	604,749	572,285	552,853	621,698	621,698
20	CONTRACTUAL SERVICES	29,951	30,835	31,450	31,490	31,490
30	SUPPLIES & MATERIALS	7,052	8,491	8,950	8,550	8,550
40	BUSINESS & TRAVEL	10,187	7,973	9,300	7,550	7,550
80	INTER-GOVERNMENTAL/INTER-FUND	324	114	400	400	400
	GRAND TOTAL	652,263	619,698	602,953	669,688	669,688
<u>FUNDING SOURCE:</u>						
11	GENERAL	652,263	619,698	602,953	669,688	669,688

DEPARTMENT: TREASURY**DIVISION: Office of Treasurer****INDEX: 041000****FINANCIAL NOTES:**

The \$66,735 net increase in funding for Treasury - Office of Treasurer is the result of:

	FY 11	FY 12	CHANGE	
o		19,921	19,921	Additional funds provide for a 27th pay which will occur in FY 12
o	415,065	430,955	15,890	Full Time Salaries
			15,890	Staff Turnover <u>3.83%</u>
o	0	0	0	One Administrative Secretary III position abolished, position was unfunded in FY 11
o	71,166	82,281	11,115	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	34,035	56,024	21,989	Pension/Retirement rate adjustments
o	1,162	862	(300)	Workers' Compensation rate adjustments
o	30,725	30,955	230	FICA Adjustments

DEPARTMENT: TREASURY**DIVISION: Office of Treasurer****INDEX: 041000**

	FY 11	FY 12	CHANGE
o	22,700	23,500	800 Financial/Audit increase is for Bloomberg internet access fee
o	3,400	2,750	(650) Telephone Service decrease due to County-wide Share Plan and actual expense history
o	200	0	(200) Fuel Charges eliminated as the department no longer is assigned a vehicle
o	10,500	8,450	(2,050) Line items significantly adjusted, based on actual expense history and state of the economy:

	FY 11	FY 12	Change	
	4,000	3,900	(100)	Office Equipment
	2,000	1,800	(200)	General Office Supplies
	800	600	(200)	Computer Supplies
	300	200	(100)	Mileage
	200	100	(100)	Parking & Tolls
	700	350	(350)	Transportation Costs
	1,000	500	(500)	Meals
	1,500	1,000	(500)	Lodging
	<u>10,500</u>	<u>8,450</u>	<u>(2,050)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: OFFICE OF TREASURER

Index No. 041000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	78,082	1.00	78,082	1.00	78,082
Accounting Technician II	2.00	99,098	1.00	59,198	1.00	59,198
Administrative Secretary III	1.00	0	1.00	0	0.00	0 A
Administrative Specialist II	1.00	47,611	1.00	47,611	1.00	47,611
Deputy Treasurer	1.00	115,174	1.00	115,174	1.00	115,174
Treasurer	1.00	130,890	1.00	115,000	1.00	130,890
TOTAL FULL-TIME SALARIES	7.00	470,855	6.00	415,065	5.00	430,955
TEMPORARY SALARIES		1,000		0		0
SALARY TOTAL	7.00	471,855	6.00	415,065	5.00	430,955
OTHER PERSONAL SERVICES						
Pension & Retirement		51,840		34,035		56,024
Workers' Compensation		1,412		1,162		862
Health Benefits		83,747		71,166		82,281
FICA		34,085		30,725		30,955
Miscellaneous		840		700		700
TOTAL OTHER PERSONAL SERVICES		171,924		137,788		170,822
TOTAL 27TH PAY COST		0		0		19,921
FURLOUGH SAVINGS		(9,748)		0		0
TOTAL PERSONAL SERVICES	7.00	634,031 *	6.00	552,853	5.00	621,698

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Secretary III position (unfunded) abolished - #0113

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 procedures, 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

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$4,830,247	\$4,680,005	\$4,697,372	\$4,664,526	\$4,606,081
Number of staff	51	50	47	47	47
<u>Output:</u>					
Number of reports issued by legislative mandate:					
CAFR - October 31st	1	1	1	1	1
UFR - November 1st	1	1	1	1	1
<u>Efficiency:</u>					
Number of days planned vs. number of days to complete	105 / 105	105/105	110/110	111/111	111/111
<u>Service Quality:</u>					
Certificate of Achievement awarded by the Government Financial Officers Association	Yes	Yes	Yes	Yes	Yes
<u>Outcome:</u>					
Percent of reports completed by legislated date	100%	100%	100%	100%	100%
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 Principles (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.

Major Related Plans and Policies

GAAP, GASB, and GFOA

DEPARTMENT: TREASURY

DIVISION: 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 Receivable 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.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,931,198	1,987,424	1,907,321	1,703,791	1,703,791
20	CONTRACTUAL SERVICES	392,467	372,806	396,165	396,340	396,340
30	SUPPLIES & MATERIALS	38,409	41,737	47,800	44,500	44,500
40	BUSINESS & TRAVEL	5,569	3,881	6,675	5,300	5,300
80	INTER-GOVERNMENTAL/INTER-FUND	120	0	120	120	120
	GRAND TOTAL	<u>2,367,763</u>	<u>2,405,848</u>	<u>2,358,081</u>	<u>2,150,051</u>	<u>2,150,051</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>2,367,763</u>	<u>2,405,848</u>	<u>2,358,081</u>	<u>2,150,051</u>	<u>2,150,051</u>

DEPARTMENT: TREASURY

DIVISION: Bureau of Accounting

INDEX: 043000

FINANCIAL NOTES:

The (\$208,030) net decrease in funding for Treasury - Bureau of Accounting is the result of:

	FY 11	FY 12	CHANGE	
o	1,429,525	1,155,869	(273,656)	Full Time Salaries
			(253,488)	Offset - an Accountant IV, Accounting Clerk II and a Chief, Bureau of Accounting position are unfunded in FY 12
			(20,168)	Staff Turnover (1.41%)
			<u>(273,656)</u>	
o		53,637	53,637	Additional funds provided for a 27th pay which will occur in FY 12
o	117,221	150,263	33,042	Pension/Retirement rate adjustments
o	244,080	250,626	6,546	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	4,003	2,312	(1,691)	Workers' Compensation rate adjustments
o	109,412	88,424	(20,988)	FICA adjustment

DEPARTMENT: TREASURY

DIVISION: Bureau of Accounting

INDEX: 043000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	2,700	3,065	365 Office Equipment Service increase for Shred It services
o	30,000	15,000	(15,000) Management Services - funding to provide on-site assistance for the following accounting systems decrease based on actual expense history and the state of the economy:

	FY 11	FY 12	Change
FAMIS	7,400	0	(7,400)
CORE	5,250	0	(5,250)
CYBORG	5,250	0	(5,250)
Misc Programming	12,100	15,000	2,900
Total	30,000	15,000	(15,000)

o	355,190	370,700	15,510 Financial/Audit:

Yearly License Fees:

	FY 11	FY 12	Change	Explanation
FAMIS	148,275	135,011	(13,264)	Based on anticipated contract
XL REPORTER	0	8,700	8,700	New for FY 12 for FAMIS
CYBORG	137,248	160,054	22,806	Based on anticipated contract
CORE	18,568	17,820	(748)	Based on anticipated contract

Bank Fees:

	FY 11	FY 12	Change	Explanation
	14,000	14,000	0	Trustee Funds
	35,000	35,000	0	Lockbox fees
1099 Upgrade	99	115	16	Based on actual expenses
Special Audits	2,000	0	(2,000)	Based on state of economy

Total

	FY 11	FY 12	Change	Explanation
	148,275	135,011	(13,264)	Based on anticipated contract
	0	8,700	8,700	New for FY 12 for FAMIS
	137,248	160,054	22,806	Based on anticipated contract
	18,568	17,820	(748)	Based on anticipated contract
	14,000	14,000	0	Trustee Funds
	35,000	35,000	0	Lockbox fees
1099 Upgrade	99	115	16	Based on actual expenses
Special Audits	2,000	0	(2,000)	Based on state of economy
Total	355,190	370,700	15,510	

DEPARTMENT: TREASURY

DIVISION: Bureau of Accounting

INDEX: 043000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE

o	55,150	49,875	(5,275) Line items significantly adjusted, based on actual expense history and the state of the economy:

	FY 11	FY 12	Change	
	6,700	6,500	(200)	Office Equipment
	1,200	700	(500)	Telephone Service
	6,800	5,800	(1,000)	General Office Supplies
	17,000	15,000	(2,000)	Printing - Commercial
	800	700	(100)	Delivery Charges
	20,100	20,000	(100)	General Office Mailing
	400	100	(300)	Mileage
	50	25	(25)	Parking & Tolls
	300	150	(150)	Transportation Costs
	300	150	(150)	Meals
	1,500	750	(750)	Training Seminars
	55,150	49,875	(5,275)	

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: BUREAU OF ACCOUNTING

Index No. 043000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	0.00	0	1.00	45,000	0.00	0
Accountant II	4.00	262,609	3.00	181,738	4.00	241,738 A
Accountant III	2.00	192,992	2.00	192,992	2.00	192,992
Accountant IV	1.00	104,624	1.00	104,624	1.00	0 B
Accounting Clerk II	6.00	282,469	5.00	249,369	5.00	171,240 C
Accounting Technician I	2.00	104,948	2.00	104,948	2.00	123,557
Accounting Technician II	4.00	229,304	4.00	229,304	4.00	215,794
Accounts Payable Supervisor	1.00	57,859	1.00	57,859	1.00	57,859
Chief, Bureau of Accounting	1.00	111,002	1.00	111,002	1.00	0 D
Financial Systems Coordinator	1.00	71,009	1.00	71,009	1.00	71,009
Financial Systems Management Supervisor	1.00	81,680	1.00	81,680	1.00	81,680
FULL-TIME SALARIES	23.00	1,498,496	22.00	1,429,525	22.00	1,155,869
SALARY OFFSET		(16,174)		0		0
SALARY TOTAL	23.00	1,482,322	22.00	1,429,525	22.00	1,155,869

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: BUREAU OF ACCOUNTING

Index No. 043000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		144,155		117,221		150,263
Workers' Compensation		4,495		4,003		2,312
Health Benefits		272,537		244,080		250,626
FICA		114,373		109,412		88,424
Miscellaneous		3,220		3,080		2,660
TOTAL OTHER PERSONAL SERVICES		538,780		477,796		494,285
TOTAL 27TH PAY COST		0		0		53,637
FURLOUGH SAVINGS		(30,687)		0		0
TOTAL PERSONAL SERVICES	23.00	1,990,415 *	22.00	1,907,321	22.00	1,703,791

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Accountant I position filled as Accountant II - #1411

B - One (1) vacant Accountant IV position is unfunded in FY 12 due to the state of the economy - #0117

C - One (1) vacant Accounting Clerk II position is unfunded in FY 12 due to the state of the economy - #1500

D - One (1) vacant Chief, Bureau of Accounting is unfunded in FY 12 due to the state of the economy - #0123

TREASURY - BUREAU OF ACCOUNTING 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 increase consultation visits to Accounts Payable activity sites within other agencies.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimated 2012
<u>Input:</u>					
Dollars allocated	\$1,600	\$1,900	\$1,750	\$2,000	\$1,600
Number of staff	4	6	5	6	5
<u>Output:</u>					
Actual number of departments or divisions visited	37	39	41	53*	40
<u>Service Quality:</u>					
Percent of clients satisfied with consultation visits	100%	100%	100%	93%	100%
<u>Outcome:</u>					
Percent of departments and divisions visited	22%	22%	24%	30%	23%

Explanation and Analysis of Performance Measures

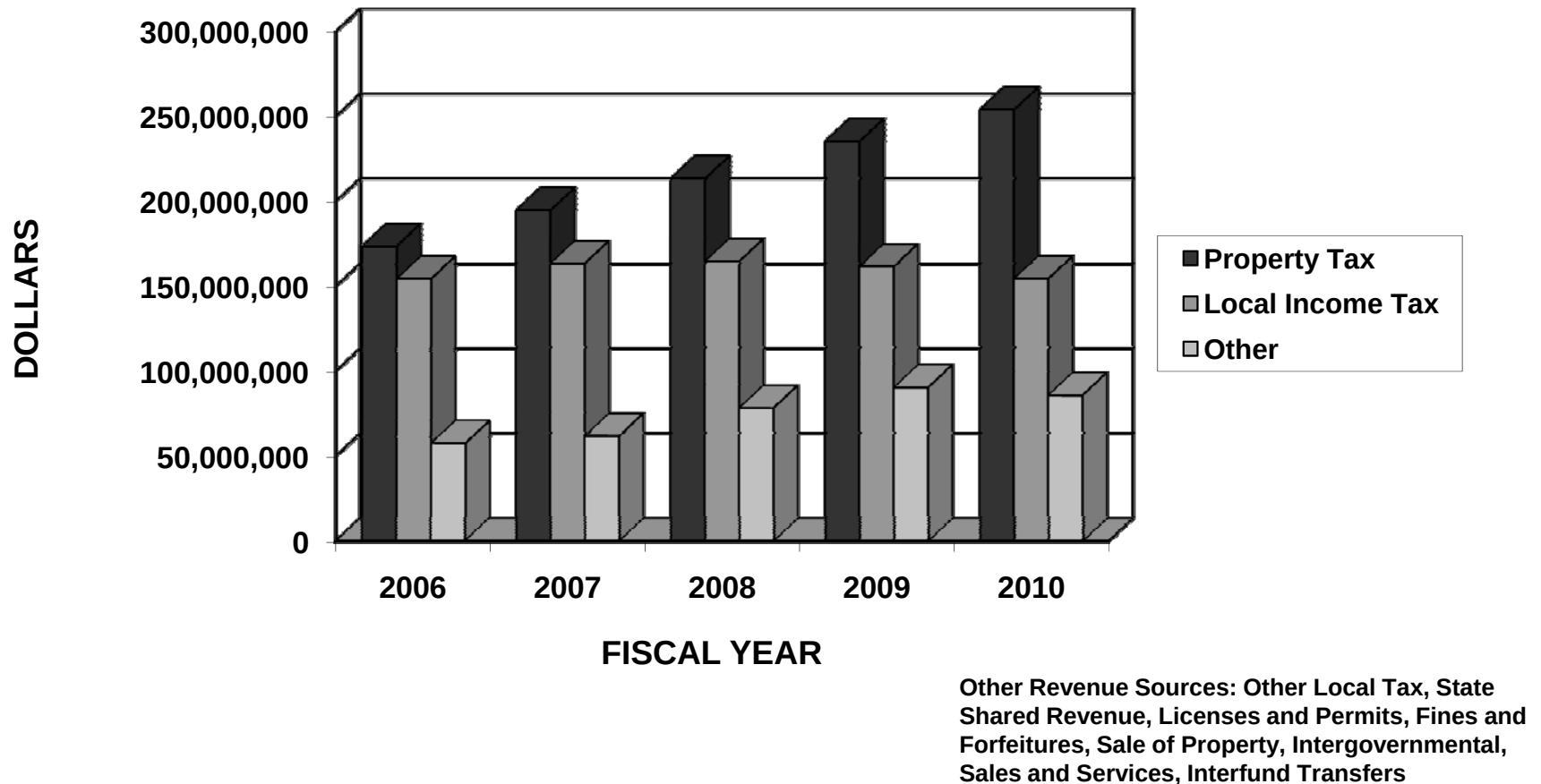
We plan to do consultation visits to Accounts Payable activity sites within other agencies in order to share expertise and suggest opportunities for enhancements. We plan on visiting at least 20% of the 175 Accounts Payable activities sites during a fiscal year.

Major Related Plans and Policies

GAAP, GASB, and GFOA policies

* Increase due to introduction and training of P-Card to various departments.

Bureau of Accounting Growth of Financial Activities General Fund Revenues



DEPARTMENT: TREASURY

DIVISION: 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 given to tax payers. Liens and writs are issued on delinquent accounts as part of the collection efforts of this office. Harford County Bureau of Revenue Collections continues to try to improve services to the tax payers and the business community.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	646,161	649,530	658,730	663,263	663,263
20	CONTRACTUAL SERVICES	57,178	57,685	60,425	59,450	59,450
30	SUPPLIES & MATERIALS	96,878	90,751	100,675	99,850	99,850
40	BUSINESS & TRAVEL	316	358	675	375	375
70	MISCELLANEOUS	0	0	0	50	50
	GRAND TOTAL	800,533	798,324	820,505	822,988	822,988
<u>FUNDING SOURCE:</u>						
11	GENERAL	800,533	798,324	820,505	822,988	822,988

DEPARTMENT: TREASURY**DIVISION: Bureau of Revenue Collections****INDEX: 044000****FINANCIAL NOTES:**

The \$2,483 net increase in funding for Treasury - Bureau of Revenue Collections is the result of:

	FY 11	FY 12	CHANGE
o	400,761	382,661	(18,100) Full Time Salaries
			9,400 Salary Adjustments based on the recommendations of the Department of Human Resources
			<u>(27,500)</u> Offset - One (1) Accounting Clerk II position unfunded in FY 12
			<u>(18,100)</u>
		19,359	19,359 Additional funds provided for a 27th pay which will occur in FY 12
o	151,722	138,371	(13,351) Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	35,692	54,234	18,542 Pension/Retirement rate adjustments
o	1,180	807	(373) Workers' Compensation rate adjustments
o	33,318	31,914	(1,404) FICA adjustments

DEPARTMENT: TREASURY

DIVISION: Bureau of Revenue Collections

INDEX: 044000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	9,000	8,000	(1,000) Other Professional Services:

	FY 11	FY 12	Change	Explanation
	4,000	3,000	(1,000)	Preparation of tax bills for mailing/flush bills based on actual expense history
	5,000	5,000	0	Dunbar Armored Car Service
Totals	9,000	8,000	(1,000)	

o	34,600	33,625	(975) Line items significantly adjusted, based on actual expense history and the state of the economy:

FY 11	FY 12	Change	
4,500	5,000	500	Office Equipment
24,000	23,600	(400)	Legal Services
5,800	5,000	(800)	General Office Supplies
100	25	(75)	Mileage
200	0	(200)	Training Seminars
34,600	33,625	(975)	

o	0	50	50 Fleet Daily Carpool Rentals provides for carpool usage

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: BUREAU OF REVENUE COLLECTIONS

Index No. 044000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Clerk I	0.00	0	0.00	0	1.00	0 A
Accounting Clerk II	0.00	0	0.00	0	6.00	242,770 B
Accounting Technician I	2.00	81,351	2.00	81,351	2.00	81,351
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	58,540	1.00	58,540
Cashier I	1.00	27,500	1.00	27,500	0.00	0
Cashier II	6.00	243,292	5.00	209,670	0.00	0
Cashier Development Trainee	0.00	0	1.00	23,700	0.00	0
Revenue Collections Supervisor	1.00	57,859	0.00	0	0.00	0
TOTAL FULL-TIME SALARIES	11.00	468,542	10.00	400,761	10.00	382,661
PART-TIME SALARIES						
Accounting Clerk II	0.00	0	0.00	0	0.60	20,767 B
Cashier II	0.60	20,767	0.60	20,767	0.00	0
TOTAL PART-TIME SALARIES	0.60	20,767	0.60	20,767	0.60	20,767
TEMPORARY SALARIES		13,750		13,750		13,750
SALARY TOTAL	11.60	503,059	10.60	435,278	10.60	417,178

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: BUREAU OF REVENUE COLLECTIONS

Index No. 044000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		48,395		35,692		54,234
Workers' Compensation		1,468		1,180		807
Health Benefits		168,838		151,722		138,371
FICA		38,098		33,318		31,914
Miscellaneous		1,680		1,540		1,400
TOTAL OTHER PERSONAL SERVICES		258,479		223,452		226,726
TOTAL 27TH PAY COST		0		0		19,359
FURLOUGH SAVINGS		(10,414)		0		0
TOTAL PERSONAL SERVICES	11.60	751,124 *	10.60	658,730	10.60	663,263

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Cashier Development Trainee position reclassified to Accounting Clerk I is unfunded in FY 12 due to the state of the economy - #0137

B - One (1) Cashier I position reclassified to Cashier II - #0142

Six (6) full-time Cashier II positions and one (1) part-time Cashier II reclassified to Accounting Clerks - #0135, 0140, 0141, 0142, 2604, 3270, and 3085

TREASURY - BUREAU OF REVENUE COLLECTIONS

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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 County 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 work with title companies who do business with the County to ensure that deeds are filed correctly.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$3,498	\$3,600	\$3,630	\$3,700	\$3,700
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of title companies contacted	5	15	10	10	10
<u>Efficiency:</u>					
Percentage of title companies contacted	21%	30%	23%	20%	20%
<u>Service Quality:</u>					
Percentage of title companies satisfied with department efforts	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Percentage of deeds returned	18%	19%	17%	20%	20%

Explanation and Analysis of Performance Measures

Historically, around 20% of deeds filed with the County by title companies have been deficient in some way, and have had to be returned to the company to be redone. By communicating effectively with title companies, we are trying to reduce the percentage of deeds that need to be returned. The number of returns will remain consistent as those filling out the forms change and need training. In addition, an online balance inquiry should help with returns.

Major Related Plans and Policies

Harford County Code and the Department of the Treasury's Administrative Policies

DEPARTMENT: TREASURY

DIVISION: Solid Waste Accounting

INDEX: 047100

ORIGIN/PURPOSE:

Harford County Solid Waste Services was established as of July 1, 1992, to account for the County's solid waste operation. This Division is responsible for billing and collection of all fees associated with the County's solid waste services and for providing detailed information and reporting on these fees.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	74,642	92,525	93,142	101,459	101,459
20	CONTRACTUAL SERVICES	2,368	2,462	3,600	3,000	3,000
30	SUPPLIES & MATERIALS	254	208	460	360	360
40	BUSINESS & TRAVEL	12	0	75	75	75
50	CAPITAL OUTLAY	682	0	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND EXP	23	0	0	50	50
GRAND TOTAL		77,981	95,195	97,277	104,944	104,944
<u>FUNDING SOURCE:</u>						
11	GENERAL	77,981	95,195	97,277	104,944	104,944

DEPARTMENT: TREASURY

DIVISION: Solid Waste Accounting

INDEX: 047100

FINANCIAL NOTES:

The \$7,667 net increase in funding for Treasury - Solid Waste Accounting is the result of:

	FY 11	FY 12	CHANGE
o		3,207	3,207 Additional funds provided for a 27th pay which will occur in FY 12
o	5,667	8,984	3,317 Pension / Retirement rate adjustments
o	193	138	(55) Workers' Compensation rate adjustments
o	12,752	14,600	1,848 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	3,000	2,500	(500) Other Professional Services for the Weighmaster Support Plan and miscellaneous expenses reduced based on expense history
o	600	450	(150) Line items significantly adjusted, based on actual expense history:

	FY 11	FY 12	Change	
	400	300	(100)	Telephone Service
	200	100	(100)	General Office Supplies
	0	50	50	Fleet Daily Carpool Rentals
	<u>600</u>	<u>450</u>	<u>(150)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: SOLID WASTE ACCOUNTING

Index No. 047100

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician II	<u>1.00</u>	<u>69,104</u>	<u>1.00</u>	<u>69,104</u>	<u>1.00</u>	<u>69,104</u>
SALARY TOTAL	<u>1.00</u>	<u>69,104</u>	<u>1.00</u>	<u>69,104</u>	<u>1.00</u>	<u>69,104</u>
OTHER PERSONAL SERVICES						
Pension		6,648		5,667		8,984
Workers' Compensation		207		193		138
Health Benefits		12,572		12,752		14,600
FICA		5,286		5,286		5,286
Miscellaneous		<u>140</u>		<u>140</u>		<u>140</u>
TOTAL OTHER PERSONAL SERVICES		24,853		24,038		29,148
TOTAL 27TH PAY COST		0		0		3,207
FURLOUGH SAVINGS		<u>(1,431)</u>		0		0
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>92,526 *</u>	<u>1.00</u>	<u>93,142</u>	<u>1.00</u>	<u>101,459</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: TREASURY

DIVISION: 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.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	647,676	629,563	649,135	715,520	715,520
20	CONTRACTUAL SERVICES	23,378	25,095	23,725	24,325	24,325
30	SUPPLIES & MATERIALS	109,388	122,850	111,250	117,315	117,315
40	BUSINESS & TRAVEL	1,023	800	1,600	1,200	1,200
80	INTER-GOVERNMENTAL/INTER-FUND EXP	0	0	0	50	50
	GRAND TOTAL	781,465	778,308	785,710	858,410	858,410
<u>FUNDING SOURCE:</u>						
51	WATER & SEWER	781,465	778,308	785,710	858,410	858,410

DEPARTMENT: TREASURY**DIVISION: Water and Sewer Accounting****INDEX: 045000****FINANCIAL NOTES:**

The \$72,700 net increase in funding for Treasury - Water and Sewer Accounting is the result of:

	FY 11	FY 12	CHANGE			
o		22,282	22,282	Additional funds provided for a 27th pay which will occur in FY 12		
o	483,096	480,161	(2,935)	Full Time Salaries		
			3,587	Salary Adjustments based on the recommendations of the Dept. of Human Resources		
			(6,522)	Staff Turnover (1.35%)		
			<u>(2,935)</u>			
o	86,855	111,704	24,849	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage		
o	39,614	62,421	22,807	Pension/Retirement rate adjustments		
o	1,353	960	(393)	Workers' Compensation rate adjustments		
o	36,957	36,732	(225)	FICA Adjustments		
o	123,000	129,400	6,400	Line items significantly adjusted, based on actual expense history and state of the economy:		
			FY 11	FY 12	Change	
			2,300	2,000	(300)	Office Equipment
			20,000	21,000	1,000	Financial Audit
			3,300	2,000	(1,300)	General Office Supplies
			900	1,000	100	Duplicating Machine Supplies
			95,700	103,000	7,300	General Office Mailing
			100	50	(50)	Meals
			200	100	(100)	Lodging
			500	250	(250)	Training Seminars
			<u>123,000</u>	<u>129,400</u>	<u>6,400</u>	
o	0	50	50	Fleet Daily Carpool Rentals - pool car usage		

DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY
DIVISION: WATER & SEWER ACCOUNTING

Index No. 045000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant II	0.00	0	0.00	0	1.00	68,000 A
Accountant III	1.00	61,668	1.00	61,668	1.00	61,668
Accounting Clerk II	4.00	153,740	4.00	153,740	4.00	153,218
Accounting Technician I	2.00	121,954	2.00	121,954	2.00	121,954
Accounting Technician II	1.00	71,734	1.00	71,734	0.00	0
Assistant Supervisor of Revenue Collections	0.00	0	0.00	0	1.00	75,321 B
Water & Sewer Accounting Supervisor	1.00	81,680	1.00	74,000	0.00	0
SALARY TOTAL	9.00	490,776	9.00	483,096	9.00	480,161
OTHER PERSONAL SERVICES						
Pension		47,213		39,614		62,421
Workers' Compensation		1,472		1,353		960
Health Benefits		76,219		86,855		111,704
FICA		37,544		36,957		36,732
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		163,708		166,039		213,077
TOTAL 27TH PAY COST		0		0		22,282
FURLOUGH SAVINGS		(10,160)		0		0
TOTAL PERSONAL SERVICES	9.00	644,324 *	9.00	649,135	9.00	715,520

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Water & Sewer Accounting Supervisor position filled as Accountant II - #0151

B - One (1) Accounting Technician II position reclassified to Assistant Supervisor of Revenue Collections - #0144

TREASURY - WATER & SEWER ACCOUNTING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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 County 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 ensure high value for service dollars, ensure accountability, and insist upon customer satisfaction.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$616,250	\$647,676	\$629,562	\$689,735	\$703,530
Number of staff	7	7	7	7	7
<u>Output:</u>					
Fiscal Year Revenues	\$17,416,415	\$17,249,242	\$18,035,187	\$17,987,652	\$18,437,343
<u>Outcome:</u>					
Number of accounts billed per person	6,001	6,051	6,096	6,130	6,170

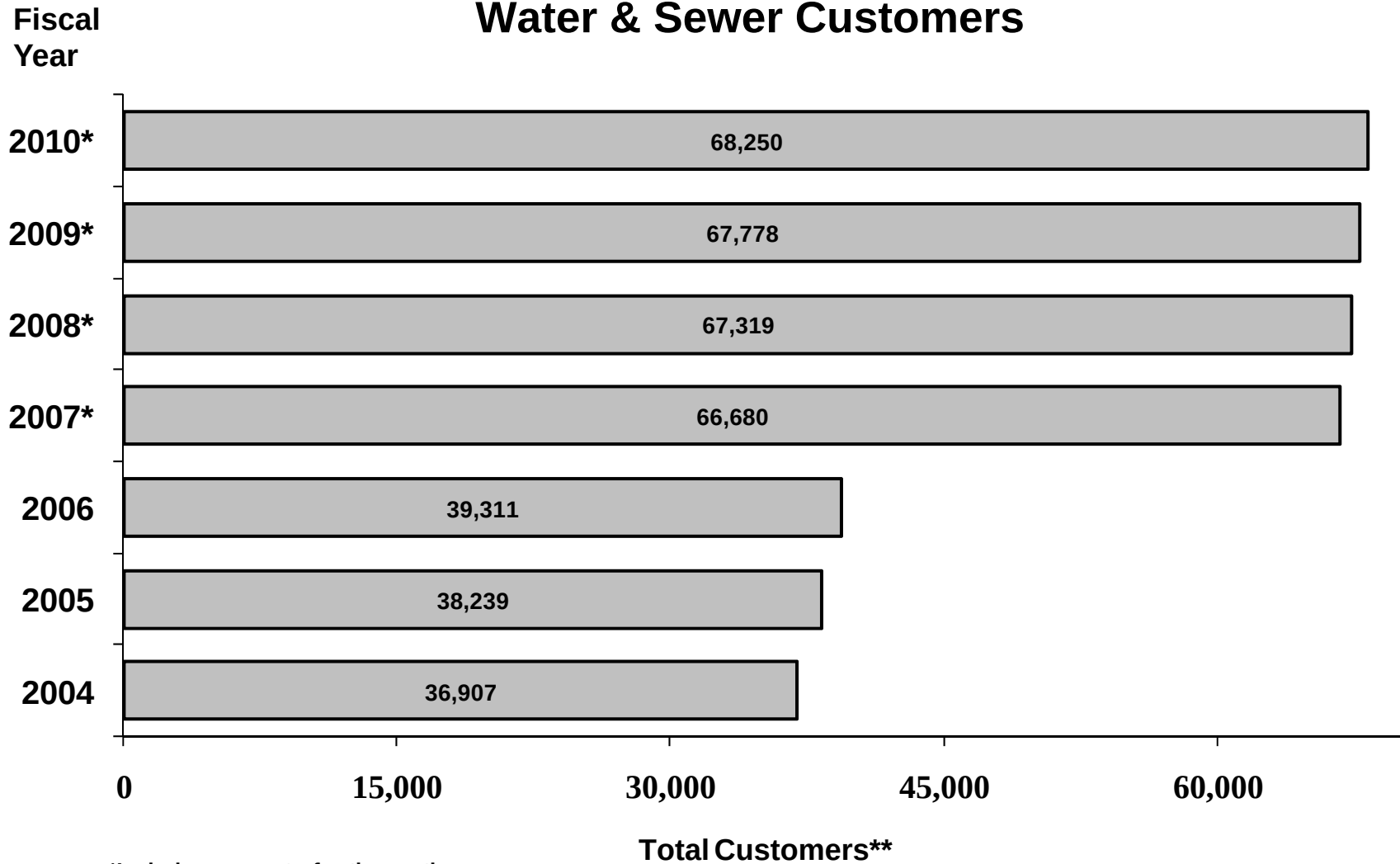
Explanation and Analysis of Performance Measures

To ensure collection of all Water and Sewer usage bills in an efficient and cost effective manner.

Major Related Plans and Policies

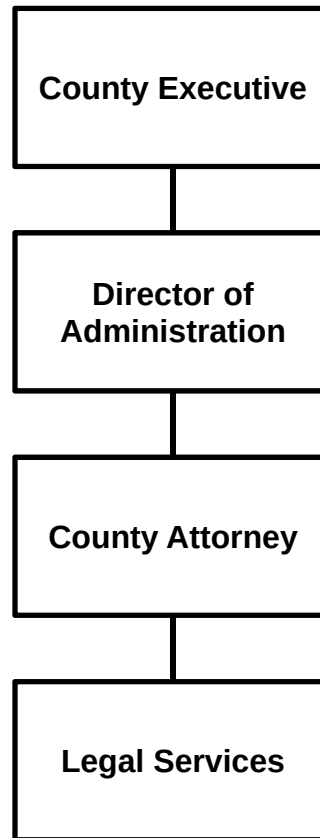
Harford County Code and Water and Sewer Rules and Regulations

Water and Sewer Accounting Customer Growth Water & Sewer Customers



*Includes accounts for the septic portion of the Bay Restoration

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.

MISSION STATEMENT:

PROVIDE TIMELY AND ACCURATE ADVICE, AS WELL AS COMPETENT AND DILIGENT REPRESENTATION TO THE EXECUTIVE BRANCH AND APPROPRIATE COUNTY AGENCIES IN SUPPORT OF THEIR OBJECTIVES THROUGH PROACTIVE INVOLVEMENT

FY '11 - '12 KEY GOALS:

- 1 TO PROVIDE SOUND LEGAL AND PRACTICAL ADVICE AND COUNSEL TO CLIENTS
- 2 TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS
- 3 TO PROVIDE EFFECTIVE COLLECTION SERVICES
- 4 TO BECOME MORE PROACTIVELY INVOLVED AS A MANAGEMENT RESOURCE
- 5 TO IDENTIFY / ADVOCATE FOR NEEDED LEGISLATIVE INITIATIVES TO ADVANCE THE COUNTY'S GOALS AND PRIORITIES

LAW

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	1,825,980	1,690,613	1,647,558	1,769,292	1,769,292
20	CONTRACTUAL SERVICES	32,146	34,281	93,050	51,850	51,850
30	SUPPLIES & MATERIALS	8,899	6,441	11,470	9,100	9,100
40	BUSINESS & TRAVEL	24,787	20,426	29,400	24,400	24,400
70	MISCELLANEOUS	26,600	25,453	27,948	26,448	26,448
80	INTERGOVERNMENTAL	4,234	1,327	1,700	1,700	1,700
	GRAND TOTAL	<u>1,922,646</u>	<u>1,778,541</u>	<u>1,811,126</u>	<u>1,882,790</u>	<u>1,882,790</u>
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	1,922,646	1,778,541	1,811,126	1,882,790	1,882,790
	GRAND TOTAL	<u>1,922,646</u>	<u>1,778,541</u>	<u>1,811,126</u>	<u>1,882,790</u>	<u>1,882,790</u>
	<u>SUMMARY BY DIVISION:</u>					
052000	LEGAL SERVICES	1,922,646	1,778,541	1,811,126	1,882,790	1,882,790
	GRAND TOTAL	<u>1,922,646</u>	<u>1,778,541</u>	<u>1,811,126</u>	<u>1,882,790</u>	<u>1,882,790</u>

FINANCIAL NOTES:

The \$71,664 net increase in funding for the Law Department is the result of:

	FY 11	FY 12	CHANGE
o	1,225,726	1,224,726	(1,000) Full Time Salaries (1,000) Staff Turnover (0.001%) Vacant Deputy County Attorney downgraded to Senior Assistant County Attorney
o		58,077	58,077 Additional funds provided for a 27th pay which will occur in FY 12
o	164,177	172,429	8,252 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage

LAW

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	106,500	164,006	57,506	Pension / Retirement rate adjustments
o	3,577	2,553	(1,024)	Workers' Compensation rate adjustments
o	41,420	31,650	(9,770)	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	4,000	3,300	(700)	Telephone Service
	700	500	(200)	Fax Service
	200	0	(200)	Office Equipment Service
	4,500	3,800	(700)	General Office Supplies
	520	200	(320)	Printing Commercial
	3,200	2,800	(400)	General Office Mailing
	2,500	1,800	(700)	Computer Supplies
	400	200	(200)	Other Supplies & Materials
	2,500	1,250	(1,250)	County Owned Vehicles
	1,500	500	(1,000)	Fuel Charges
	1,200	500	(700)	Mileage
	1,000	800	(200)	Transportation Costs
	1,200	600	(600)	Meals
	2,250	1,900	(350)	Lodging
	12,750	12,000	(750)	Professional Books
	3,000	1,500	(1,500)	Litigation Expense
	<u>41,420</u>	<u>31,650</u>	<u>(9,770)</u>	
o	52,500	12,500	(40,000)	Legal Services - Labor counsel legal expenses to be outsourced
o	31,550	31,550	0	Other Contractual Services - additional mandated Medicare program expenses

DIVISION STAFF SUMMARY

DEPARTMENT: LAW
DIVISION: LEGAL SERVICES

Index No. 052000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	61,351	1.00	61,351	1.00	61,351
Administrative Specialist II	1.00	58,540	0.00	0	0.00	0
Assistant County Attorney II	1.00	103,543	2.00	187,543	2.00	187,543
County Attorney	1.00	133,472	1.00	133,472	1.00	133,472
Deputy County Attorney	1.00	122,429	1.00	105,000	0.00	0
Legal Assistant II	1.00	48,428	0.00	0	0.00	0
Legal Assistant III	2.00	110,595	2.00	110,595	2.00	110,595
Legal Specialist II	1.00	41,513	1.00	41,513	1.00	41,513
Legal Specialist III	1.00	60,081	1.00	60,081	1.00	60,081
Management Analyst	0.00	0	1.00	58,540	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	58,540 A
Senior Assistant County Attorney	5.00	570,018	4.00	467,631	5.00	571,631 B
TOTAL FULL-TIME SALARIES	15.00	1,309,970	14.00	1,225,726	14.00	1,224,726
PART-TIME SALARIES						
Administrative Specialist II	0.60	51,900	0.60	51,900	0.60	51,900
TOTAL PART-TIME SALARIES	0.60	51,900	0.60	51,900	0.60	51,900
SALARY TOTAL	15.60	1,361,870	14.60	1,277,626	14.60	1,276,626
OTHER PERSONAL SERVICES						
Pension & Retirement		137,002		106,500		164,006
Workers' Compensation		4,086		3,577		2,553
Health Benefits		249,504		161,777		172,429
FICA		99,054		93,578		93,501
Miscellaneous		2,240		4,500		2,100
TOTAL OTHER PERSONAL SERVICES		491,886		369,932		434,589
TOTAL 27TH PAY COST		0		0		58,077
FURLOUGH SAVINGS		(28,194)		0		0
TOTAL PERSONAL SERVICES	15.60	1,825,562 *	14.60	1,647,558	14.60	1,769,292

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Analyst reclassified as a Management Assistant II - # 0095

B - One (1) Deputy County Attorney downgraded to Senior Assistant County Attorney, # 0161

LAW

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

III. Efficient County Government

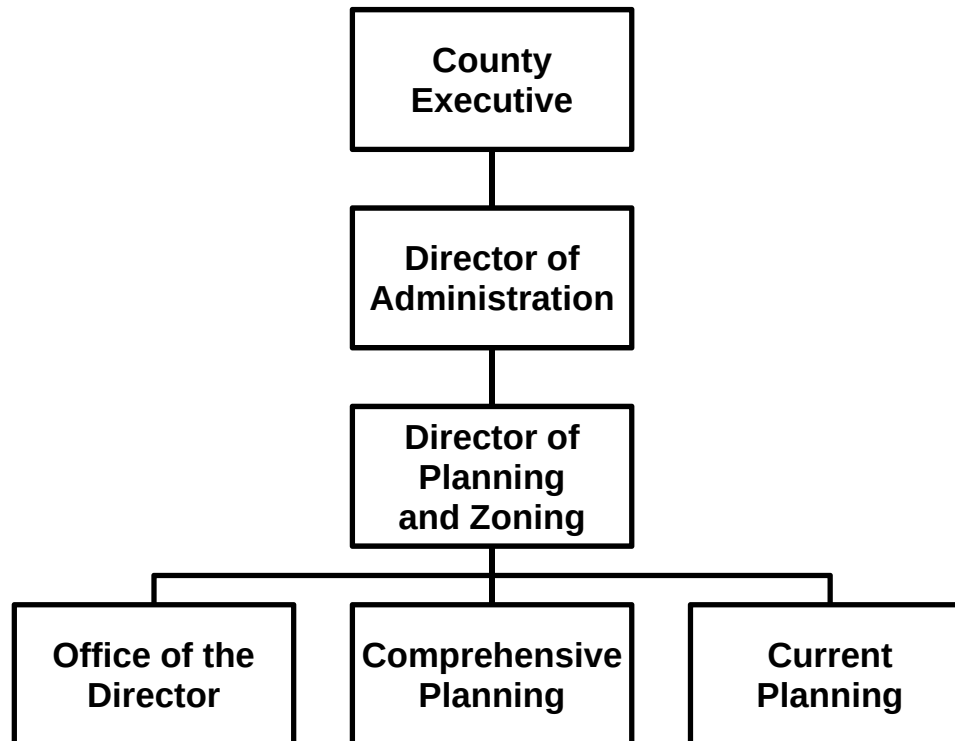
Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$1,859,052	\$1,825,980	\$1,690,613	\$1,537,558	\$1,769,292
Number of staff	17	17	16	14	15
<u>Output:</u>					
Number of deeds processed	34	63	103	41	105
Number of plats processed	196	175	167	165	175
Number of agreements processed	659	708	716	808	700
<u>Outcome:</u>					
Turnaround time in days:					
Deeds	1.46	1.53	3.13	1.56	3.00
Plats	1.62	1.79	1.74	1.29	2.00
Agreements	2.40	3.45	3.75	3.75	4.00

Explanation and Analysis of Performance Measures

The Law department strives to provide an appropriate and timely response to requests from clients. We track the average time taken to complete various tasks. By surveying clients on a regular basis, we plan to assess other aspects of our performance in the future and implement appropriate service improvements.

* Estimated

DEPARTMENT OF PLANNING AND ZONING



PLANNING AND ZONING

ORIGIN/PURPOSE:

The Department of Planning and Zoning was created by Section 405 of the Harford County Charter and its responsibilities outlined under Article VII, Planning and Zoning, of the Harford County Code. Responsibilities include the preparation, recommendation and enforcement of plans and regulations affecting the physical development and growth of the County, such as the Zoning Map and Zoning Code; the preparation and revision of the County's Master Plans; and the preparation and enforcement of rules and regulations governing subdivisions.

The Department is comprised of three divisions: Director of Planning and Zoning, Comprehensive Planning, and Current Planning. Comprehensive Planning is responsible for long-range planning and research and the Current Planning Division is responsible for enforcement of the development regulations.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. In order to be compliant with their GASB Statement #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 FACILITATE BALANCED AND APPROPRIATE GROWTH IN ACCORDANCE WITH THE APPROVED MASTER PLAN

FY '11 - '12 KEY GOALS:

- 1 TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES
- 2 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
- 3 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

PLANNING AND ZONING

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	3,612,811	3,566,319	3,564,956	3,755,944	3,755,944
20	CONTRACTUAL SERVICES	82,937	52,404	65,400	56,300	56,300
30	SUPPLIES & MATERIALS	38,355	17,458	32,800	25,675	25,675
40	BUSINESS & TRAVEL	22,684	13,461	24,745	19,185	19,185
50	CAPITAL OUTLAY	13,155,195	884	174,707	3,020,000	4,420,000
70	MISCELLANEOUS	1,195,074	987,300	867,261	158,299	158,299
80	INTER-GOVERNMENTAL/INTER-FUND	6,040	11,433	11,676	300	300
	GRAND TOTAL	18,113,096	4,649,259	4,741,545	7,035,703	8,435,703
<u>SUMMARY BY FUND:</u>						
11	GENERAL	3,693,927	3,579,754	3,613,444	3,787,790	3,787,790
27	AG PRESERVATION - COUNTY	13,232,070	809,175	1,011,101	3,130,913	4,530,913
28	AG PRESERVATION - STATE	1,187,099	260,330	117,000	117,000	117,000
	GRAND TOTAL	18,113,096	4,649,259	4,741,545	7,035,703	8,435,703
<u>SUMMARY BY DIVISION:</u>						
<u>GENERAL FUND:</u>						
061000	DIRECTOR OF PLANNING & ZONING	417,857	467,293	472,871	500,160	500,160
062000	COMPREHENSIVE PLANNING	1,482,071	1,372,353	1,469,932	1,493,103	1,493,103
063000	CURRENT PLANNING	1,793,999	1,740,108	1,670,641	1,794,527	1,794,527
<u>AG PRESERVATION - COUNTY</u>						
064270	AG PRESERVATION - COUNTY	13,232,070	809,175	1,011,101	3,130,913	4,530,913
<u>AG PRESERVATION - STATE</u>						
064280	AG PRESERVATION - STATE	1,187,099	260,330	117,000	117,000	117,000
	GRAND TOTAL	18,113,096	4,649,259	4,741,545	7,035,703	8,435,703
SUMMARY OF GRANT BUDGETS						22,548

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PLANNING AND ZONING - GENERAL FUND</u>						
Administrative Assistant I	2.00	72,648	2.00	72,648	2.00	72,648
Administrative Secretary II	1.00	51,058	1.00	51,058	1.00	51,058
Administrative Specialist II	2.00	131,770	2.00	131,770	2.00	131,770
Clerk Typist	1.00	36,048	1.00	36,048	1.00	36,048
Database Administrator	1.00	74,099	0.00	0	0.00	0
Deputy Director of Planning and Zoning	1.00	116,534	1.00	116,534	1.00	116,534
Director, Planning and Zoning	1.00	110,933	1.00	110,933	1.00	110,933
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	1.00	56,354	1.00	56,354
Permits Clerk	1.00	31,787	1.00	31,787	1.00	31,787
Planner I	5.00	207,167	5.00	207,167	4.00	162,167
Planner II	6.00	329,274	6.00	329,274	6.00	329,274
Planner III	8.00	707,052	8.00	707,052	8.00	707,052
Planning Assistant I	0.00	0	1.00	0	1.00	0
Planning Assistant II	8.00	420,852	7.00	352,980	7.00	352,980
Programmer Analyst I	1.00	71,856	1.00	71,856	1.00	71,856
Zoning Inspector II	3.00	156,335	3.00	156,335	3.00	156,335
Zoning Technician	0.00	0	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	43.00	2,684,711	43.00	2,575,840	42.00	2,530,840
SALARY OFFSET		<u>(133,664)</u>		<u>(115,412)</u>		<u>(142,740)</u>
TOTAL FULL-TIME SALARIES	43.00	2,551,047	43.00	2,460,428	42.00	2,388,100
TOTAL 27TH PAY COST		0		0		111,907
FURLOUGH SAVINGS		<u>(52,811)</u>		<u>0</u>		<u>0</u>
SUB-TOTAL P & Z - GENERAL	<u>43.00</u>	<u>2,498,236</u>	<u>43.00</u>	<u>2,460,428</u>	<u>42.00</u>	<u>2,500,007</u>

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

PLANNING AND ZONING - 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

PLANNING AND ZONING - AG PRESERVATION - COUNTY

Planner II	1.00	47,838	1.00	47,838	1.00	47,838
FULL-TIME SALARIES	1.00	47,838	1.00	47,838	1.00	47,838
TOTAL 27TH PAY COST		0		0		2,220
FURLOUGH SAVINGS		(990)		0		0
SUB-TOTAL P & Z - AG PRES - COUNTY	1.00	46,848	1.00	47,838	1.00	50,058

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		262,871		215,142		335,228
Workers' Compensation		53,799		49,707		35,739
Health Benefits		567,856		556,225		602,878
FICA		207,923		199,596		196,154
Miscellaneous		6,160		6,020		5,880
TOTAL OTHER PERSONAL SERVICES		1,098,609		1,026,690		1,175,879

<u>PLANNING AND ZONING - DEPARTMENT TOTALS</u>						
TOTAL FULL-TIME SALARIES	44.00	2,762,549	44.00	2,653,678	43.00	2,608,678
TOTAL SALARY OFFSET		(133,664)		(115,412)		(142,740)
TOTAL OTHER PERSONAL SERVICES		1,098,609		1,026,690		1,175,879
TOTAL 27TH PAY COST		0		0		114,127
FURLOUGH SAVINGS		(53,801)		0		0
PLANNING & ZONING SALARY TOTAL	44.00	3,673,693 *	44.00	3,564,956	43.00	3,755,944

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PLANNING AND ZONING

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	3,505,830	3,463,824	3,462,025	3,646,632	3,646,632
20	CONTRACTUAL SERVICES	82,937	52,404	64,400	55,800	55,800
30	SUPPLIES & MATERIALS	36,471	17,397	29,400	23,875	23,875
40	BUSINESS & TRAVEL	22,371	13,215	23,395	18,635	18,635
50	CAPITAL OUTLAY	106	884	0	20,000	20,000
70	MISCELLANEOUS	40,172	20,597	22,548	22,548	22,548
80	INTER-GOVERNMENTAL/INTER-FUND	6,040	11,433	11,676	300	300
	GRAND TOTAL	<u>3,693,927</u>	<u>3,579,754</u>	<u>3,613,444</u>	<u>3,787,790</u>	<u>3,787,790</u>
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	<u>3,693,927</u>	<u>3,579,754</u>	<u>3,613,444</u>	<u>3,787,790</u>	<u>3,787,790</u>
	GRAND TOTAL	<u>3,693,927</u>	<u>3,579,754</u>	<u>3,613,444</u>	<u>3,787,790</u>	<u>3,787,790</u>
	<u>SUMMARY BY DIVISION:</u>					
061000	DIRECTOR OF PLANNING & ZONING	417,857	467,293	472,871	500,160	500,160
062000	COMPREHENSIVE PLANNING	1,482,071	1,372,353	1,469,932	1,493,103	1,493,103
063000	CURRENT PLANNING	<u>1,793,999</u>	<u>1,740,108</u>	<u>1,670,641</u>	<u>1,794,527</u>	<u>1,794,527</u>
	GRAND TOTAL	<u>3,693,927</u>	<u>3,579,754</u>	<u>3,613,444</u>	<u>3,787,790</u>	<u>3,787,790</u>

DEPARTMENT STAFF SUMMARY

PLANNING AND ZONING - GENERAL FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	72,648	2.00	72,648	2.00	72,648
Administrative Secretary II	1.00	51,058	1.00	51,058	1.00	51,058
Administrative Specialist II	2.00	131,770	2.00	131,770	2.00	131,770
Clerk Typist	1.00	36,048	1.00	36,048	1.00	36,048
Database Administrator	1.00	74,099	0.00	0	0.00	0
Deputy Director of Planning and Zoning	1.00	116,534	1.00	116,534	1.00	116,534
Director, Planning and Zoning	1.00	110,933	1.00	110,933	1.00	110,933
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	1.00	56,354	1.00	56,354
Permits Clerk	1.00	31,787	1.00	31,787	1.00	31,787
Planner I	5.00	207,167	5.00	207,167	4.00	162,167
Planner II	6.00	329,274	6.00	329,274	6.00	329,274
Planner III	8.00	707,052	8.00	707,052	8.00	707,052
Planning Assistant I	0.00	0	1.00	0	1.00	0
Planning Assistant II	8.00	420,852	7.00	352,980	7.00	352,980
Programmer Analyst I	1.00	71,856	1.00	71,856	1.00	71,856
Zoning Inspector II	3.00	156,335	3.00	156,335	3.00	156,335
Zoning Technician	0.00	0	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	43.00	2,684,711	43.00	2,575,840	42.00	2,530,840
SALARY OFFSET		(133,664)		(115,412)		(142,740)
SALARY TOTAL	43.00	2,551,047	43.00	2,460,428	42.00	2,388,100

DEPARTMENT STAFF SUMMARY

PLANNING AND ZONING - GENERAL FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		258,269		211,219		329,009
Workers' Compensation		52,149		48,167		34,624
Health Benefits		552,262		540,395		584,758
FICA		204,263		195,936		192,494
Miscellaneous		6,020		5,880		5,740
TOTAL OTHER PERSONAL SERVICES		1,072,963		1,001,597		1,146,625
TOTAL 27TH PAY COST		0		0		111,907
FURLOUGH SAVINGS		(52,811)		0		0
TOTAL PERSONAL SERVICES	43.00	3,571,199 *	43.00	3,462,025	42.00	3,646,632

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PLANNING AND ZONING

DIVISION: 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 proper and legal County development, thus preserving the general integrity and welfare of the community. As mandated by Harford County Code, Chapter 16, Article V, Section 24, the department is administered by a professional planner who supervises, directs, and supports a complement of staff personnel and collateral agencies and programs. The Director is also required to analyze and monitor divisional budgetary expenditures to maintain control within approved guidelines.

The Director is mandated to revise and enforce the rules and regulations governing the physical evolution and growth of the County and must maintain an administrative liaison with the County Council to provide that legislative body with sufficient information to render equitable decisions.

FY '11 - '12 GOAL:

- 1 TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	405,283	451,409	454,250	494,375	494,375
20	CONTRACTUAL SERVICES	3,055	2,382	2,950	2,450	2,450
30	SUPPLIES & MATERIALS	1,001	586	1,100	875	875
40	BUSINESS & TRAVEL	2,372	1,540	2,895	2,160	2,160
50	CAPITAL OUTLAY	106	0	0	0	0
80	FLEET MANAGEMENT RENTALS	6,040	11,376	11,676	300	300
	GRAND TOTAL	417,857	467,293	472,871	500,160	500,160
	<u>FUNDING SOURCE:</u>					
11	GENERAL	417,857	467,293	472,871	500,160	500,160

DEPARTMENT: PLANNING AND ZONING**DIVISION: Director of Planning and Zoning****INDEX: 061000****FINANCIAL NOTES:**

The \$27,289 net increase in funding for Planning and Zoning - Director of Planning and Zoning is the result of:

	FY 11	FY 12	CHANGE	
o		15,959	15,959	Additional funds provided for a 27th pay which will occur in FY 12
o	964	689	(275)	Workers' Compensation rate adjustments
o	54,586	62,506	7,920	Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	28,242	44,773	16,531	Pension/Retirement rate adjustments
o	6,095	4,710	(1,385)	Line items adjusted, based on state of the economy and actual expense history
		FY 11	FY 12	Change
		2,000	1,400	(600) Telephone Service
		500	600	100 Office Equipment Service
		100	0	(100) Printing - Commercial
		800	700	(100) Computer Supplies
		300	200	(100) Mileage
		350	200	(150) Professional Books
		1,545	1,360	(185) Membership Fees
		500	250	(250) Training, Seminars, Courses
		<u>6,095</u>	<u>4,710</u>	<u>(1,385)</u>
o	11,376	0	(11,376)	Fleet Management Rentals funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND
DIVISION: DIRECTOR OF PLANNING AND ZONING

Index No. 061000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	51,058	1.00	51,058	1.00	51,058
Administrative Specialist II	1.00	65,885	1.00	65,885	1.00	65,885
Deputy Director of Planning and Zoning	1.00	116,534	1.00	116,534	1.00	116,534
Director, Planning and Zoning	1.00	110,933	1.00	110,933	1.00	110,933
SALARY TOTAL	4.00	344,410	4.00	344,410	4.00	344,410
OTHER PERSONAL SERVICES						
Pension & Retirement		33,132		28,242		44,773
Workers' Compensation		1,033		964		689
Health Benefits		53,915		54,586		62,506
FICA		25,488		25,488		25,488
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		114,128		109,840		134,016
TOTAL 27TH PAY COST		0		0		15,949
FURLOUGH SAVINGS		(7,130)		0		0
TOTAL PERSONAL SERVICES	4.00	451,408 *	4.00	454,250	4.00	494,375

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PLANNING & ZONING - DIRECTOR'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To maintain the integrity of Growth Management Strategies.

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

IV. Economic Opportunity

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated/expended	\$320,508	\$405,283	\$451,409	\$454,250	\$494,375
Number of staff	3	3	4	4	4
<u>Output:</u>					
Number of programs initiated	5	4	6	8	4
<u>Efficiency:</u>					
Number of programs completed or adopted	5	4	7	7	3
<u>Service Quality:</u>					
Number of public meetings held for initiatives	8	7	6	8	4
<u>Outcome:</u>					
Percent of initiated growth management programs completed or passed	100%	100%	125%	88%	75%

Explanation and Analysis of Performance Measures

By initiating changes to legislation we encourage smart growth and preservation of land and resources.

FY08 Initiated: AG Preservation, Historic Landmark designation, Comprehensive Zoning Fee, Comprehensive Zoning Review process, and Priority Preservation Plan.

FY08 Completed or Passed: All initiatives.

Note: number of meetings in FY08 includes 21 meetings held for ongoing Zoning Code and Subdivision Regulation initiative not yet passed.

FY09 Initiated: Comprehensive Zoning, Natural Resources Element Plan, 2 Historic Landmark designations.

FY09 Completed or Passed: Zoning Code rewrite, Subdivision Regulations rewrite, 2 Historic Landmark designations.

FY10 Initiated: Transportation Element Plan, Historic Element Plan, Zoning Code corrections/clarifications (housekeeping); APF; Construction Services parcel area; Subdivision Regulations - APF

FY10 Completed or Passed: Comprehensive Zoning, Natural Resources Element Plan, Transportation Element Plan; Zoning Code - Housekeeping Bill; APF; Construction Services; Subdivision Regulations - APF

FY11 Initiated: Critical Area Program Update, Land Use Plan Update, Floodplain Management Program Update; Historic Landmarks; Buffer yards for Ag properties; Zoning Code corrections/clarifications (housekeeping); Critical Area - Zoning Code and Subdivision Regulations.

FY11 Completed or Passed - Critical Area Program Update; Historic Element Plan; Historic Landmarks; Buffer yards for Ag properties; Zoning Code (housekeeping); Critical Area - Zoning Code and Subdivision Regulations.

Floodplain Management Program expected to be complete FY13/14.

Est. FY12 Initiated: GIS update; Bike/Ped Master Plan; Historic Landmark designation; Zoning Code update.

Est. FY12 Completed or Passed - Land Use Element Plan; Historic Landmark designation; Zoning code update.

Major Related Plans and Policies

Harford County Land Use Plan; Harford County Zoning Code

DEPARTMENT: PLANNING AND ZONING**DIVISION: Comprehensive Planning****INDEX: 062000****ORIGIN/PURPOSE:**

The responsibility of the Comprehensive Planning Division is to prepare the long-range plans guiding the physical growth of the County. This responsibility requires substantial research and data collection on land use and demographic and economic trends. Additionally, this division is required to prepare ordinances and suggest programs to implement those plans.

The Division also manages grants from State agencies to support particular planning projects in the County, including: Transportation Management Program, the Chesapeake Bay Critical Area Program, and Coastal Zone Management Program.

This Division also has the responsibility of maintaining and sustaining the Geographic Information System (GIS) as well as providing technical support of the GIS system to all of the County Department and agencies.

FY '11 - '12 GOALS:

- 2 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
- 3 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,359,720	1,310,641	1,390,134	1,409,480	1,409,480
20	CONTRACTUAL SERVICES	55,746	29,833	35,350	23,700	23,700
30	SUPPLIES & MATERIALS	15,969	5,787	10,500	8,200	8,200
40	BUSINESS & TRAVEL	10,464	5,438	11,400	9,175	9,175
50	CAPITAL OUTLAY	0	0	0	20,000	20,000
70	MISCELLANEOUS	40,172	20,597	22,548	22,548	22,548
80	INTER-GOVERNMENTAL/INTER-FUND EX	0	57	0	0	0
	GRAND TOTAL	1,482,071	1,372,353	1,469,932	1,493,103	1,493,103
<u>FUNDING SOURCE:</u>						
11	GENERAL	1,482,071	1,372,353	1,469,932	1,493,103	1,493,103

DEPARTMENT: PLANNING AND ZONING**DIVISION: Comprehensive Planning****INDEX: 062000****FINANCIAL NOTES:**

The \$23,171 net increase in funding for Planning and Zoning - Comprehensive Planning is the result of:

	FY 11	FY 12	CHANGE	
o		43,912	43,912	Additional funds provided for a 27th pay which will occur in FY 12
o	994,419	967,091	(27,328)	Full-Time Salaries
			(27,328)	Salary offset increase available due to Transportation Management Grant
o		(69,076)	(69,076)	One (1) vacant Planner I position abolished
				# of Positions Salary Fringe Total
			(1.0)	(45,000) (24,076) (69,076)
o	190,916	218,647	27,731	Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	91,006	142,118	51,112	Pension/Retirement rate adjustments
o	26,768	19,762	(7,006)	Workers' Compensation rate adjustments
o	20,800	12,150	(8,650)	Data Processing Software - Maintenance - share of GIS Maintenance @ \$11,200; McTran maintenance @ \$200; and BMC T+ maintenance @ \$750. The Laserfiche Assurance contract is budgeted in Information & Communication Technology in FY 12.

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND

DIVISION: COMPREHENSIVE PLANNING

Index No. 062000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	65,885	1.00	65,885	1.00	65,885
Database Administrator	1.00	74,099	0.00	0	0.00	0
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	1.00	56,354	1.00	56,354
Planner I	4.00	167,267	4.00	167,267	3.00	122,267 A
Planner II	4.00	234,036	4.00	234,036	4.00	234,036
Planner III	4.00	370,389	4.00	370,389	4.00	370,389
Programmer Analyst I	1.00	71,856	1.00	71,856	1.00	71,856
Zoning Technician	0.00	0	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	17.00	1,150,830	17.00	1,109,831	16.00	1,064,831
SALARY OFFSET		(133,664)		(115,412)		(142,740) B
SALARY TOTAL	17.00	1,017,166	17.00	994,419	16.00	922,091

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND
DIVISION: COMPREHENSIVE PLANNING

Index No. 062000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		110,710		91,006		138,428
Workers' Compensation		27,761		26,768		18,313
Health Benefits		193,275		190,916		203,293
FICA		87,782		84,645		81,203
Miscellaneous		2,380		2,380		2,240
TOTAL OTHER PERSONAL SERVICES		421,908		395,715		443,477
TOTAL 27TH PAY COST		0		0		43,912
FURLOUGH SAVINGS		(21,057)		0		0
TOTAL PERSONAL SERVICES	17.00	1,418,017 *	17.00	1,390,134	16.00	1,409,480

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Planner I position abolished due to the state of the economy - #0182

B - Salary Offset reflects anticipated funding available from Ag Preservation - State and the Unified Planning Work Program (UPWP) grant

PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To encourage public participation and provide departmental outreach.

Department Objective

To respond to requests for community presentations and provide educational awareness programs, including the promotion of agricultural and historic preservation and environmental protection, by conducting meetings, events, or other presentations yearly, and by promoting opportunities for public participation.

County Goal(s) Supported

II. Education

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated/expended	\$979,102	\$1,359,720	\$1,310,641	\$1,390,134	\$1,409,480
Number of staff	13	17	17	17	16
<u>Output:</u>					
Number of public meetings scheduled	134	184	123	150	150
<u>Efficiency:</u>					
Amount of staff dollars spent per meeting	\$7,307	\$7,390	\$10,655	\$9,268	\$9,397
<u>Service Quality:</u>					
Number of meetings held in comparison to number of meeting scheduled	134 scheduled and 131 held	184 scheduled and 175 held	123 scheduled and 118 held	150 scheduled and 140 held	150 scheduled and 140 held
<u>Outcome:</u>					
Percentage of meetings that were successfully held	98%	95%	96%	93%	93%

Explanation and Analysis of Performance Measures

Through advisory boards, commissions, and community presentations, we encourage public participation in our planning programs and processes. Participation in presentations promoting preservation programs as well as educational and community related functions to helps us to promote programs.

Major Related Plans and Policies

Harford County Land Use Plan; Harford County Zoning Code

PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide quality customer service and enforce regulations in an effective and timely manner.

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

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated/expended	\$979,102	\$1,359,720	\$1,310,641	\$1,390,134	\$1,409,480
Number of staff	13	17	17	17	16
<u>Output:</u>					
Number of written inquiries/requests for information	886	1,125	1,164	900	900
<u>Efficiency:</u>					
Amount of staff dollars spent per inquiry/request	\$1,105	\$1,209	\$1,126	\$1,545	\$1,566
<u>Service Quality:</u>					
Average number of days to respond to each inquiry/request	1 day	1/2 day	1 day	1 day	1 day
<u>Outcome:</u>					
Percent of inquiries/requests responded to within the 5 day goal	100%	100%	97%	100%	100%

Explanation and Analysis of Performance Measures

By keeping 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.)

Major Related Plans and Policies

Harford County Land Use Plan; Harford County Zoning Code

DEPARTMENT: PLANNING AND ZONING**DIVISION: Current Planning****INDEX: 063000****ORIGIN/PURPOSE:**

The primary responsibility of the Current Planning Division is to enforce the Zoning Code and Subdivision Regulations of the County, including provisions for protection of the natural environment. The Division is comprised of three sections: Development Review, Permits Review and Zoning Enforcement, as well as a planner handling Board of Appeals.

The Development Review Section examines subdivision plans and detailed site plans for all proposed development to ensure compliance with all applicable requirements of the Zoning Code and Subdivision Regulations.

The Permits Review Section has responsibility for coordinating the review and approval of all building permits in conjunction with other County and State agencies. A staff planner is assigned to the coordination of applications with the Board of Appeals and preparation of staff reports.

The Zoning Enforcement Section is responsible for zoning inspections and litigation of violations.

FY '11 - '12 GOALS:

- 1 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
- 2 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	1,740,827	1,701,774	1,617,641	1,742,777	1,742,777
20	CONTRACTUAL SERVICES	24,136	20,189	26,100	29,650	29,650
30	SUPPLIES & MATERIALS	19,501	11,024	17,800	14,800	14,800
40	BUSINESS & TRAVEL	9,535	6,237	9,100	7,300	7,300
50	CAPITAL OUTLAY	0	884	0	0	0
	GRAND TOTAL	<u>1,793,999</u>	<u>1,740,108</u>	<u>1,670,641</u>	<u>1,794,527</u>	<u>1,794,527</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>1,793,999</u>	<u>1,740,108</u>	<u>1,670,641</u>	<u>1,794,527</u>	<u>1,794,527</u>

DEPARTMENT: PLANNING AND ZONING**DIVISION: Current Planning****INDEX: 063000****FINANCIAL NOTES:**

The \$123,886 net increase in funding for Planning and Zoning - Current Planning is the result of:

	FY 11	FY 12	CHANGE	
o		52,046	52,046	Additional funds provided for a 27th pay which will occur in FY 12
o	294,893	318,959	24,066	Health Benefits adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	91,971	145,808	53,837	Pension rate adjusted per actuarial result
o	20,435	15,622	(4,813)	Workers' Compensation rate adjustments
o	3,000	3,500	500	Telephone Service increases due to County-wide Share Plan and actual expense history
o	0	5,000	5,000	Professional Services - funding reallocated for cell tower reviews from Administration - Director of Administration #021000
o	29,950	23,200	(6,750)	Line items adjusted based on actual expense history and the state of the economy:

FY 11	FY 12	Change	
11,000	9,000	(2,000)	Legal Notice
4,000	3,000	(1,000)	General Office Supplies
3,000	2,500	(500)	Printing - Commercial
8,000	6,500	(1,500)	General Office Mailing
1,000	500	(500)	Non-Targeted Charges - FVS
250	0	(250)	Lodging
450	600	150	Professional Books & Periodicals
1,500	1,000	(500)	Membership Fees & Dues
750	100	(650)	Training, Seminars, Courses
<u>29,950</u>	<u>23,200</u>	<u>(6,750)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND
DIVISION: CURRENT PLANNING

Index No. 063000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	72,648	2.00	72,648	2.00	72,648
Clerk Typist	1.00	36,048	1.00	36,048	1.00	36,048
Permits Clerk	1.00	31,787	1.00	31,787	1.00	31,787
Planner I	1.00	39,900	1.00	39,900	1.00	39,900
Planner II	2.00	95,238	2.00	95,238	2.00	95,238
Planner III	4.00	336,663	4.00	336,663	4.00	336,663
Planning Assistant I	0.00	0	1.00	0	1.00	0 A
Planning Assistant II	8.00	420,852	7.00	352,980	7.00	352,980
Zoning Inspector II	3.00	156,335	3.00	156,335	3.00	156,335
SALARY TOTAL	22.00	1,189,471	22.00	1,121,599	22.00	1,121,599

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND
DIVISION: CURRENT PLANNING

Index No. 063000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		114,427		91,971		145,808
Workers' Compensation		23,355		20,435		15,622
Health Benefits		305,072		294,893		318,959
FICA		90,993		85,803		85,803
Miscellaneous		3,080		2,940		2,940
TOTAL OTHER PERSONAL SERVICES		536,927		496,042		569,132
TOTAL 27TH PAY COST		0		0		52,046
FURLOUGH SAVINGS		(24,624)		0		0
TOTAL PERSONAL SERVICES	22.00	1,701,774 *	22.00	1,617,641	22.00	1,742,777

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Planning Assistant I position remains unfunded in FY 12 due to state of the economy - #1282

PLANNING & ZONING - CURRENT PLANNING DIVISION

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide quality customer service and enforce regulations in an effective and timely manner.

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

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated/expended	\$1,847,506	\$1,740,827	\$1,701,774	\$1,617,641	\$1,742,777
Number of staff	23	23	22	22	22
<u>Output:</u>					
Number of zoning inspection cases	859	1,046	935	1,000	1,000
Number of written requests for information	261	269	252	250	250
<u>Efficiency:</u>					
Amount of staff dollars spent per zoning inspection case	\$2,151	\$1,664	\$1,820	\$1,618	\$1,743
Amount of staff dollars spent per informational item request	\$7,079	\$6,471	\$6,753	\$6,471	\$6,971
<u>Service Quality:</u>					
Average number of days to respond to each zoning case	4 days	4 days	4 days	4 days	4 days
Average number of days to respond to each informational request	5 days	4 days	3 days	3 days	3 days
<u>Outcome:</u>					
Percent of zoning inspection cases that receive a response within the target time	81%	81%	89%	85%	85%
Percent of written inquiries and/or requests for information that are fulfilled within the 30 day requirement	100%	100%	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, we maintain an efficient process in zoning enforcement. (Please note, this does not include technical analysis requests, or Development Review projects.)

Major Related Plans and Policies

Harford County Land Use Plan; Harford County Zoning Code

DEPARTMENT: PLANNING AND ZONING

DIVISION: 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. 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.

About 25% of the easement purchases are paid for by the County in cash; while 75% 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. An IPA can range in years from 10, 20, or 30 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 lump sum 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.

As of June 2011, the County has acquired 45,765 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

DEPARTMENT: PLANNING AND ZONING

DIVISION: Agricultural Preservation - County

INDEX: 064270

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONNEL SERVICES	76,981	72,495	72,931	79,312	79,312
50	CAPITAL OUTLAY	13,155,089	0	174,707	3,000,000	4,400,000
70	MISCELLANEOUS	0	736,680	763,463	51,601	51,601
	GRAND TOTAL	13,232,070	809,175	1,011,101	3,130,913	4,530,913
<u>SUMMARY BY FUND:</u>						
27	AG PRESERVATION - COUNTY	13,232,070	809,175	1,011,101	3,130,913	4,530,913
<u>SUMMARY BY DIVISION:</u>						
064270	AG PRESERVATION - COUNTY	13,232,070	809,175	1,011,101	3,130,913	4,530,913
	GRAND TOTAL	13,232,070	809,175	1,011,101	3,130,913	4,530,913

DEPARTMENT: PLANNING AND ZONING**DIVISION: Agricultural Preservation - County****INDEX: 064270****FINANCIAL NOTES:**

The \$3,519,812 net increase in funding for Agricultural Preservation - County Program is the result of:

	FY 11	FY 12	CHANGE
o		2,220	2,220 Additional funds provided for a 27th pay which will occur in FY 12
o	3,923	6,219	2,296 Pension/Retirement rate adjustments
o	1,540	1,115	(425) Workers' Compensation rate adjustments
o	15,830	18,120	2,290 Health Benefits adjusted for 15% cost increase and staff opting for changes in level of coverage
o	938,170	4,400,000	3,461,830 Agricultural Preservation intangibles - additional funding in anticipation of land easements to be acquired
o	0	51,601	51,601 Unanticipated Needs - excess funds over the amount anticipated for ag purchases based on estimated revenues. If required for Ag purchases it will be transferred to that line item, if not needed it will revert back to fund balance.

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - AG PRESERVATION - COUNTY
DIVISION: AG PRESERVATION - COUNTY

Index No. 064270

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner II	<u>1.00</u>	<u>47,838</u>	<u>1.00</u>	<u>47,838</u>	<u>1.00</u>	<u>47,838</u>
SALARY TOTAL	<u>1.00</u>	<u>47,838</u>	<u>1.00</u>	<u>47,838</u>	<u>1.00</u>	<u>47,838</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		4,602		3,923		6,219
Workers' Compensation		1,650		1,540		1,115
Health Benefits		15,594		15,830		18,120
FICA		3,660		3,660		3,660
Miscellaneous	<u> </u>	<u>140</u>	<u> </u>	<u>140</u>	<u> </u>	<u>140</u>
TOTAL OTHER PERSONAL SERVICES		25,646		25,093		29,254
TOTAL 27TH PAY COST		0		0		2,220
FURLOUGH SAVINGS	<u> </u>	<u>(990)</u>	<u> </u>	<u>0</u>	<u> </u>	<u>0</u>
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>72,494 *</u>	<u>1.00</u>	<u>72,931</u>	<u>1.00</u>	<u>79,312</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PLANNING AND ZONING

DIVISION: 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. 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:

- o a portion of the State's Property Transfer Tax, which is assessed on all real property transfers
- o Local subdivision matching funds for easement purchases
- o 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 with the local as follows:
 - ◇ 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.

As of June 2011, the County has acquired 45,765 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

DEPARTMENT: PLANNING AND ZONING

DIVISION: Agricultural Preservation - State

INDEX: 064280

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
20	CONTRACTUAL SERVICES	0	0	1,000	500	500
30	SUPPLIES AND MATERIALS	1,884	61	3,400	1,800	1,800
40	BUSINESS AND TRAVEL	313	246	1,350	550	550
70	MISCELLANEOUS	1,154,902	230,023	81,250	84,150	84,150
	GRAND TOTAL	1,187,099	260,330	117,000	117,000	117,000
<u>FUNDING SOURCE:</u>						
28	AGRICULTURAL PRESERVATION - STATE	1,187,099	260,330	117,000	117,000	117,000
<u>SUMMARY BY DIVISION:</u>						
064280	AGRICULTURAL PRESERVATION - STATE	1,187,099	260,330	117,000	117,000	117,000
		1,187,099	260,330	117,000	117,000	117,000

DEPARTMENT: PLANNING AND ZONING

DIVISION: Agricultural Preservation - State

INDEX: 064280

FINANCIAL NOTES:

Although there was no change in funding for the Agricultural Preservation - State Program, the following line items were realigned:

	FY 11	FY 12	CHANGE
o	1,000	500	(500) Other Professional Services - services for AG program functions to promote program reduced based on actual expense history
o	4,150	1,750	(2,400) Line items adjusted due to costs associated with Ag program promotions or training based on actuals and the state of the economy:
	FY 11	FY 12	Change
	2,000	1,000	(1,000) Printing - Commercial
	800	200	(600) Delivery Charges
	500	200	(300) Mileage
	100	50	(50) Parking & Tolls
	100	300	200 Meals
	150	0	(150) Lodging
	500	0	(500) Training, Seminars, Courses
	<u>4,150</u>	<u>1,750</u>	<u>(2,400)</u>
o	81,250	84,150	2,900 Agricultural Preservation - Harford County's match to (MALPF) Maryland Agricultural Land Preservation Foundation for easement purchases the Foundation will make on the County's behalf

DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - AG PRESERVATION - STATE
 DIVISION: AG PRESERVATION - STATE

Index No. 064280

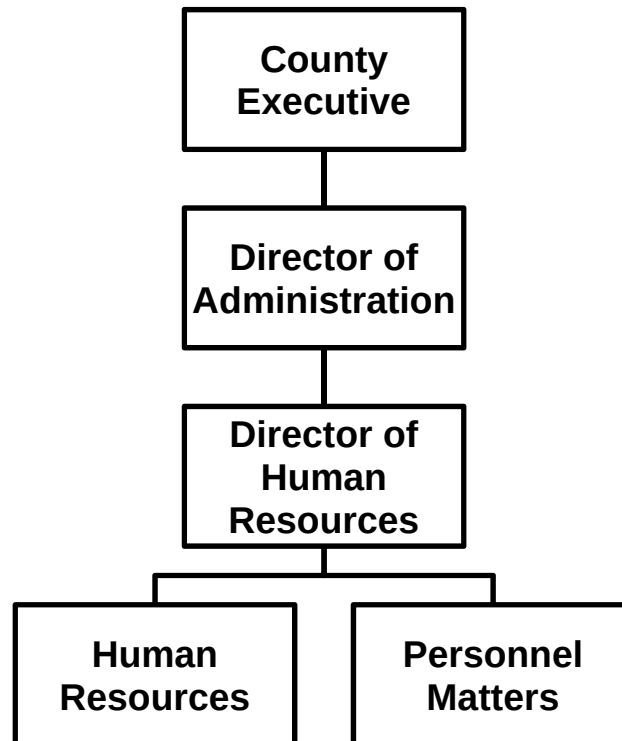
POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner III		<u>30,000</u>		<u>30,000</u>		<u>30,000</u>
TOTAL PERSONAL SERVICES		<u>30,000 *</u>		<u>30,000</u>		<u>30,000</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

**GRANTS
PLANNING & ZONING**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Critical Area Management Grant	11,000	0	06/30/12 State Recurring	The County is required by law to implement the Harford County Chesapeake Bay Critical Area Management Program. Grant contributes to the salary of one full-time County budgeted position and some costs for printing, postage, etc. Loss of grant would result in less savings in salaries as a result of the \$11,000 available for salary/benefit costs.	The County is required, by law, to continue to operate the program if grant ends.
Unified Planning Work Program (UPWP)	112,740	22,548	06/30/12 Federal Recurring	Grant supports the Regional Transportation Planning Process which 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. This grant offsets the salaries of County-funded personnel and occasionally helps to purchase software/equipment and training to complete associated work. Loss of grant would mean an increase to operating expenses due to loss of grant offset to salaries.	This grant supports a federally mandated program. No additional staff would be required. Salary costs would increase due to the loss of the grant offset for County funded personnel.
TOTALS	123,740	22,548			

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 & Training; Classification, Compensation and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations activities are also responsibilities of the department.

MISSION STATEMENT:

PROMOTE A POSITIVE ATTITUDE WITHIN THE WORKFORCE THROUGH COMMUNICATION AND EDUCATION OF POLICIES, PROCEDURES AND PROGRAMS WITH SUPPORT, EQUALITY, TRUST AND RESPECT

FY '11 - '12 KEY GOALS:

- 1 TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES
- 2 TO EDUCATE AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE

HUMAN RESOURCES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,951,365	6,537,769	1,617,114	1,644,933	1,644,933
20	CONTRACTUAL SERVICES	192,125	164,208	205,950	183,784	183,784
30	SUPPLIES & MATERIALS	33,189	6,004	9,350	6,750	6,750
40	BUSINESS & TRAVEL	79,209	44,452	35,350	18,800	18,800
70	MISCELLANEOUS	113,879	11,734	11,746	11,746	11,746
80	INTER-GOVERNMENTAL / INTERFUND	82	113	200	0	0
	GRAND TOTAL	2,369,849	6,764,280	1,879,710	1,866,013	1,866,013

SUMMARY BY FUND:

11	GENERAL	1,936,856	4,913,697	1,380,351	1,378,154	1,378,154
25	HIGHWAYS	254,258	1,360,309	284,699	283,199	283,199
51	WATER & SEWER OPERATING	178,735	490,274	214,660	204,660	204,660
	GRAND TOTAL	2,369,849	6,764,280	1,879,710	1,866,013	1,866,013

SUMMARY BY DIVISION:

GENERAL FUND:

082000	HUMAN RESOURCES	927,722	799,642	760,526	820,632	820,632
084110	GENERAL - PERSONNEL MATTERS	1,009,134	4,114,055	619,825	557,522	557,522

HIGHWAYS FUND:

084250	HIGHWAYS - PERSONNEL MATTERS	254,258	1,360,309	284,699	283,199	283,199

WATER & SEWER FUND:

084510	WATER & SEWER - PERSONNEL MATTERS	178,735	490,274	214,660	204,660	204,660
	GRAND TOTAL	2,369,849	6,764,280	1,879,710	1,866,013	1,866,013

HUMAN RESOURCES

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,605,633	4,769,788	1,202,755	1,230,574	1,230,574
20	CONTRACTUAL SERVICES	127,279	96,918	127,950	117,284	117,284
30	SUPPLIES & MATERIALS	26,161	6,004	9,350	6,750	6,750
40	BUSINESS & TRAVEL	69,634	34,166	35,350	18,800	18,800
70	MISCELLANEOUS	108,067	6,708	4,746	4,746	4,746
80	INTER-GOVERNMENTAL / INTERFUND	82	113	200	0	0
	GRAND TOTAL	<u>1,936,856</u>	<u>4,913,697</u>	<u>1,380,351</u>	<u>1,378,154</u>	<u>1,378,154</u>

SUMMARY BY FUND:

11	GENERAL	<u>1,936,856</u>	<u>4,913,697</u>	<u>1,380,351</u>	<u>1,378,154</u>	<u>1,378,154</u>
	GRAND TOTAL	<u>1,936,856</u>	<u>4,913,697</u>	<u>1,380,351</u>	<u>1,378,154</u>	<u>1,378,154</u>

SUMMARY BY DIVISION:

GENERAL FUND:

082000	HUMAN RESOURCES	927,722	799,642	760,526	820,632	820,632
084110	GENERAL - PERSONNEL MATTERS	<u>1,009,134</u>	<u>4,114,055</u>	<u>619,825</u>	<u>557,522</u>	<u>557,522</u>
	GRAND TOTAL	<u>1,936,856</u>	<u>4,913,697</u>	<u>1,380,351</u>	<u>1,378,154</u>	<u>1,378,154</u>

DEPARTMENT: HUMAN RESOURCES**INDEX: 082000****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 its duties and responsibilities.

The department is divided into four vital areas of responsibility: Recruitment and Selection; Employee Benefits; Wellness & Training; Classification and Compensation; and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations activities are also responsibilities of the department.

FY '11 - '12 GOALS & OBJECTIVES:

- 1 TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES
 - o To diversify the County workforce through objective fair management practices in the recruitment and selection process
- 2 TO EDUCATE, MAINTAIN AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE
 - o To conduct continuing education programs and opportunities for County employees
- 3 TO PRESERVE THE HEALTH AND WELL BEING OF HARFORD COUNTY EMPLOYEES BY PROMOTING WELLNESS
 - o To communicate the Wellness message of good health and disease prevention

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	900,802	769,843	721,560	785,182	785,182
20	CONTRACTUAL SERVICES	16,082	17,019	24,066	23,900	23,900
30	SUPPLIES & MATERIALS	8,656	6,004	9,350	6,750	6,750
40	BUSINESS & TRAVEL	2,100	6,663	5,350	4,800	4,800
80	INTERGOVERNMENTAL / INTERFUND	82	113	200	0	0
	GRAND TOTAL	927,722	799,642	760,526	820,632	820,632
	<u>FUNDING SOURCE:</u>					
11	GENERAL	927,722	799,642	760,526	820,632	820,632

DEPARTMENT: HUMAN RESOURCES**INDEX: 082000****FINANCIAL NOTES:**

The \$60,106 net increase in funding for Human Resources is the result of:

	FY 11	FY 12	CHANGE
o		24,888	24,888 Additional funds provided for a 27th pay which will occur in FY 12
o	95,983	109,839	13,856 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	43,997	69,751	25,754 Pension / Retirement rate adjustments
o	3,125	2,249	(876) Workers' Compensation rate adjustments
o	4,000	3,800	(200) Telephone Service - decrease due to County-wide Share Plan
o	10,700	6,850	(3,850) Significant reductions recommended due to the state of the economy and actual expenses:

FY 11	FY 12	Change	
4,000	3,000	(1,000)	General Office Supplies
600	400	(200)	Printing-Commercial
350	250	(100)	Delivery Charges
3,500	2,500	(1,000)	General Office Mailing
400	300	(100)	Equipment Repair Parts
200	0	(200)	Computer Supplies
650	0	(650)	Mileage
300	0	(300)	Professional Books and Periodicals
500	400	(100)	Membership Fees & Dues
200	0	(200)	Fleet Daily Carpool Rentals
10,700	6,850	(3,850)	

o	1,500	2,000	500 Lodging - increase due to National Public Employers Labor Relations Association Conference

DIVISION STAFF SUMMARY

DEPARTMENT: HUMAN RESOURCES
DIVISION: HUMAN RESOURCES

Index No. 082000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	56,136	1.00	56,136	1.00	56,136
Human Resources Manager	1.00	71,009	1.00	71,009	1.00	71,009
Deputy Director of Human Resources	1.00	92,923	1.00	92,923	1.00	92,923
Director, Human Resources	1.00	110,933	1.00	110,933	1.00	110,933
Human Resources Analyst	1.00	55,206	1.00	55,206	1.00	55,206
Human Resources Clerk	2.00	66,502	0.00	0	0.00	0
Human Resources Specialist	3.00	150,339	3.00	150,339	3.00	150,339
TOTAL FULL-TIME SALARIES	10.00	603,048	8.00	536,546	8.00	536,546
TEMPORARY SALARIES		43,480		0		0
SALARY TOTAL	10.00	646,528	8.00	536,546	8.00	536,546
OTHER PERSONAL SERVICES						
Pension & Retirement		58,013		43,997		69,751
Workers' Compensation		3,678		3,125		2,249
Health Benefits		110,475		95,983		109,839
FICA		49,203		40,789		40,789
Miscellaneous		1,400		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		222,769		185,014		223,748
TOTAL 27TH PAY COST		0		0		24,888
FURLOUGH SAVINGS		(14,126)		0		0
TOTAL PERSONAL SERVICES	10.00	855,171	8.00	721,560	8.00	785,182

*FY 10 Salaries and Other Professional Services are enacted not audited amounts.

DEPARTMENT OF HUMAN RESOURCES OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To educate, maintain, and develop a highly trained County workforce.

Department Objective

To conduct continuing education programs and opportunities for County employees.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of management classes scheduled	33	38	41	35	35
Number of computer skills classes scheduled	35	36	8	11	8
<u>Efficiency:</u>					
Distributed cost of management courses	\$23,209	\$17,022	\$13,872	\$13,000	\$15,000
Distributed cost of Human Resource courses	\$0	\$0	\$0	\$0	\$0
Distributed cost of computer skills courses	\$41,022	\$15,953	\$17,110	\$17,000	\$15,000
<u>Service Quality:</u>					
Number of management classes cancelled	0	0	0	0	0
Number of computer skills classes cancelled	5	19	0	0	0
<u>Outcome:</u>					
Number of employees attending management classes	182	216	290	180	200
Number of employees attending Human Resource classes	290	194	160	285	200
Number of employees attending computer classes	318	143	72	145	40

Explanation and Analysis of Performance Measures

Human Resources will continue management, computer, and Human Resource courses to further benefit not only the employees, but the efficiency of County Government. Difficulty with computer classes stems from the County now operating with Microsoft Office packages.

DEPARTMENT OF HUMAN RESOURCES OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To increase the proficiency of the recruitment and selection process and to ensure the retention of employees.

Department Objective

To diversify the County workforce through objective fair management practices in the recruitment and selection process.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$11,800	\$4,200	\$4,400	\$9,550	\$12,000
Number of staff	5	4	3	3	3
<u>Output:</u>					
Number of employment applications processed	2,741	1,234	1,128	1,372	1,000
Number of position postings	165	75	28	36	20
Number of employees hired	173	96	44	35	20
Percent of minority applicants hired	15%	16%	20%	11%	10%
<u>Efficiency:</u>					
Percent of position vacancies filled with qualified candidates	100%	100%	100%	100%	100%
<u>Service Quality:</u>					
Percent of interviews monitored for fair practice	1%	24%	36%	42%	50%
<u>Outcome:</u>					
Percent of employees who complete probationary period	98%	98%	98%	98%	98%

Explanation and Analysis of Performance Measures

These performance measures reflect the ability to effectively recruit qualified candidates to include minority representation through fair employment practices.

Major Related Plans and Policies

EEO / Affirmative Action

DEPARTMENT OF HUMAN RESOURCES OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To preserve the health and well being of Harford County employees by promoting wellness.

Department Objective

To communicate the wellness message of good health and disease prevention.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$4,000	\$20,000	\$20,000	\$20,000	\$20,000
Number of staff	1	1	1	1	1
Amount spent on preventive services	\$17,764	\$9,676	\$0	\$0	\$0
Amount spent on wellness fairs and promotions	\$5,300	\$0	\$0	\$0	\$0
<u>Output:</u>					
Number of flu shots for employees/retirees	670	578	641*	450**	500***
Number of wellness fairs, including on-site visitations	1	9	9	12	10
<u>Service Quality:</u>					
Percent of employees reached via promotions & services	55%	33%	38%	30%	25%
Percent of employees/retirees participating in wellness fairs	30%	10%	8%	20%	20%
<u>Outcome:</u>					
Benefits preserved with no reduction in service?	Yes	No****	Yes	Yes	Yes
Percent of increase in health care benefit costs	N/A	12%	10%	10%	10%

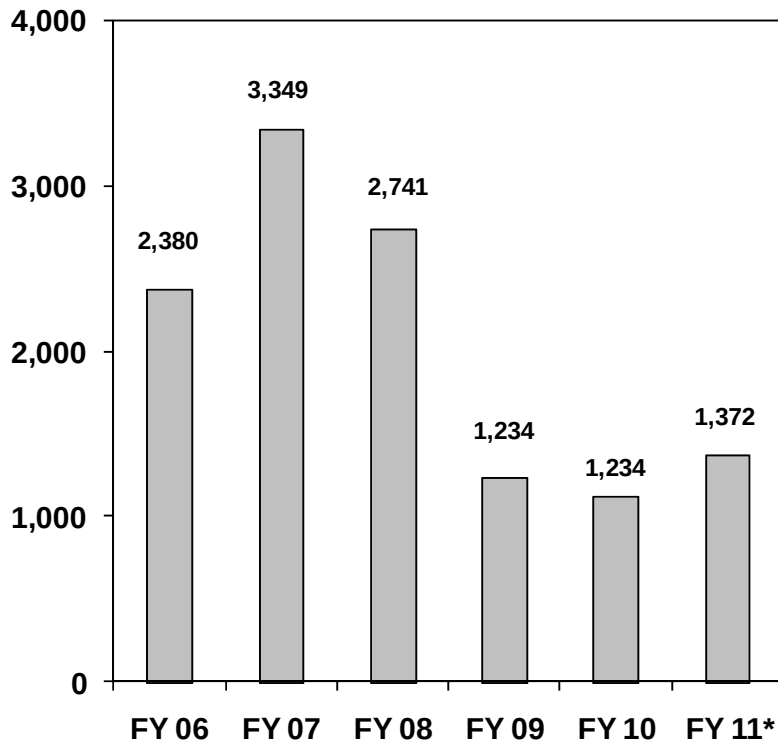
Explanation and Analysis of Performance Measures

Due to the state of the economy, our wellness budget was greatly reduced.

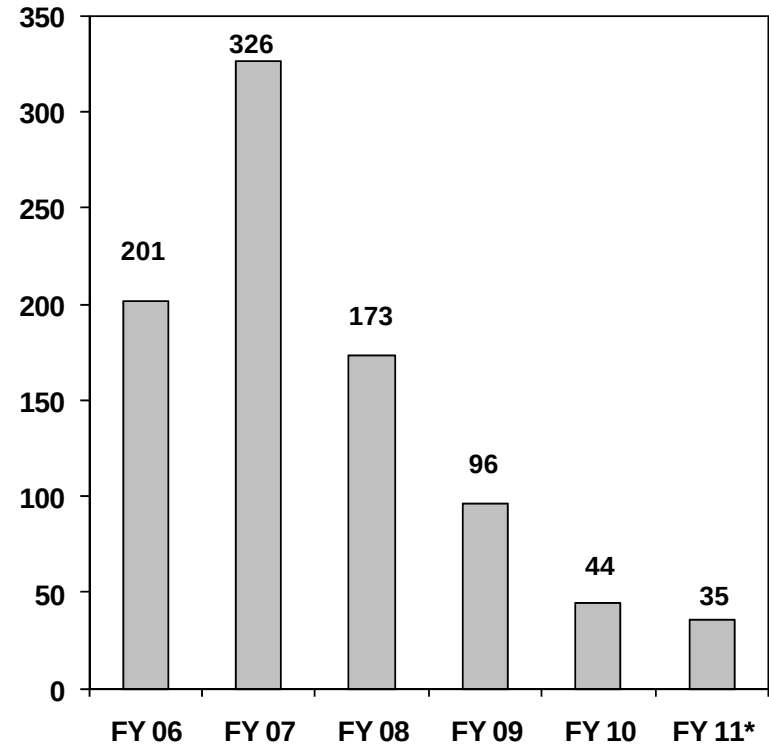
* The Health Department covered total cost of flu shots. Total includes employees from Harford County Government and the Harford County Sheriff's Office (retirees and State agencies excluded).

Department of Human Resources

Applications Processed



Employees Hired



* FY 11 – to date

DEPARTMENT: 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 provided 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,050,563	5,767,926	895,554	859,751	859,751
20	CONTRACTUAL SERVICES	176,043	147,189	181,884	159,884	159,884
30	SUPPLIES & MATERIALS	24,533	0	0	0	0
40	BUSINESS & TRAVEL	77,109	37,789	30,000	14,000	14,000
70	MISCELLANEOUS	113,879	11,734	11,746	11,746	11,746
	GRAND TOTAL	1,442,127	5,964,638	1,119,184	1,045,381	1,045,381
<u>SUMMARY BY FUND:</u>						
11	GENERAL	1,009,134	4,114,055	619,825	557,522	557,522
25	HIGHWAYS	254,258	1,360,309	284,699	283,199	283,199
51	WATER & SEWER	178,735	490,274	214,660	204,660	204,660
		1,442,127	5,964,638	1,119,184	1,045,381	1,045,381
<u>SUMMARY BY DIVISION:</u>						
084110	GENERAL - PERSONNEL MATTERS	1,009,134	4,114,055	619,825	557,522	557,522
084250	HIGHWAYS - PERSONNEL MATTERS	254,258	1,360,309	284,699	283,199	283,199
084510	WATER & SEWER - PERSONNEL MATTERS	178,735	490,274	214,660	204,660	204,660
		1,442,127	5,964,638	1,119,184	1,045,381	1,045,381

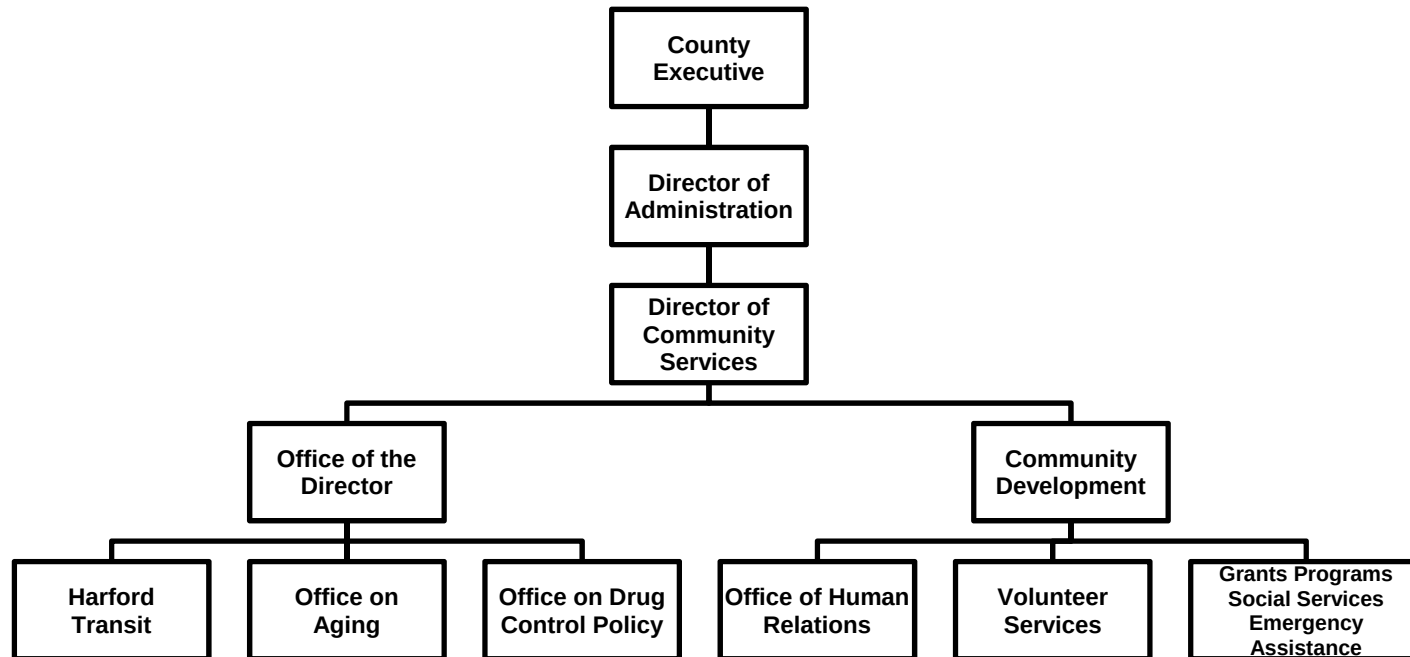
DEPARTMENT: HUMAN RESOURCES - PERSONNEL MATTERS

INDEX: 084110, 084250, 084510

GENERAL PERSONNEL MATTERS INDEX # 084110	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
1102 Special Pays For anticipated retirement leave payouts	661,012	3,426,960	447,000	413,741	413,741
1350 OPEB	0	399,980	0	0	0
1602 Social Security	43,819	173,005	34,195	31,651	31,651
2401 Personnel/Recruitment	1,795	1,365	10,000	7,500	7,500
2601 Medical Services	88,818	41,799	63,384	53,384	53,384
2602 Legal Services	2,133	5,997	2,500	2,500	2,500
2603 Management Services Wellness program and consultant for health benefits	18,451	30,738	28,000	30,000	30,000
3511 Recreation Supplies	299	0	0	0	0
3526 Computer Software	17,206	0	0	0	0
4702 In-House Training Consolidated from other departments for better control	67,534	27,503	30,000	14,000	14,000
7101 Grant & Contributions Elimination of sign-on bonuses for teachers due to state of the economy	98,000	0	0	0	0
7703 Service Awards	10,067	6,708	4,746	4,746	4,746
TOTAL INDEX	1,009,134	4,114,055	619,825	557,522	557,522

DEPARTMENT: HUMAN RESOURCES - PERSONNEL MATTERS					
INDEX: 084110, 084250, 084510					
HIGHWAYS FUND PERSONNEL MATTERS INDEX #084250	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
1102 Special Pays For anticipated retirement leave payouts	209,848	1,252,237	242,637	242,637	242,637
1602 Social Security	16,082	76,179	18,562	18,562	18,562
2401 Personnel/Recruitment	196	506	2,500	2,500	2,500
2601 Medical Services	8,260	7,944	12,500	11,000	11,000
2602 Legal Services	420	785	1,000	1,000	1,000
2603 Management Services Wellness program and consultant for health benefits	8,763	15,369	4,000	4,000	4,000
3526 Computer Software	2,908	0	0	0	0
4702 In-House Training	4,875	4,563	0	0	0
7703 Service Awards	2,906	2,726	3,500	3,500	3,500
TOTAL INDEX	254,258	1,360,309	284,699	283,199	283,199
WATER & SEWER PERSONNEL MATTERS INDEX #084510					
1102 Special Pays For anticipated retirement leave payouts	112,428	413,136	137,860	137,860	137,860
1602 Social Security	7,374	26,429	15,300	15,300	15,300
2401 Personnel/Recruitment	195	506	3,000	3,000	3,000
2601 Medical Services	37,630	26,159	50,000	40,000	40,000
2602 Legal Services	582	652	1,000	1,000	1,000
2603 Management Services Wellness program and consultant for health benefits	8,763	15,369	4,000	4,000	4,000
2702 Office Equipment Service	37	0	0	0	0
3526 Computer Software	4,120	0	0	0	0
4702 In-House Training	4,700	5,723	0	0	0
7703 Service Awards	2,906	2,300	3,500	3,500	3,500
TOTAL INDEX	178,735	490,274	214,660	204,660	204,660

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 coordinates programs which meet an array of needs in Harford County. The agencies and programs that provide services are: Community Development; Grant-in-Aid; Block Grant / Home Programs; Disabilities Coordination; the Office on Aging; the Office of Drug Control Policy; Commission for Women; Volunteer Connection; Human Relations; Mediation Commission; Harford Transit; Transitional Services, Kids C.A.N. Mentoring Program, the Rideshare Program, and Drug Court Treatment Programs.

The Department also meets the needs of the community by developing and maintaining close working relationships with other County, State, and private agencies. This effort has created an all encompassing network of core service provision for our citizens.

MISSION STATEMENT:

TO PROVIDE A NETWORK OF HUMAN SERVICES THAT IS EFFICIENT, EFFECTIVE, AND RESPONSIVE TO THE NEEDS OF HARFORD COUNTY CITIZENS

FY '11 - '12 KEY GOALS:

- 1 TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY
- 2 TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS
- 3 TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE
- 4 TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

COMMUNITY SERVICES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	3,204,724	3,130,907	3,262,650	3,642,716	3,742,432
20	CONTRACTUAL SERVICES	322,197	341,277	347,503	343,935	343,935
30	SUPPLIES & MATERIALS	49,554	40,230	38,300	38,025	38,025
40	BUSINESS & TRAVEL	273,894	245,939	232,240	271,815	271,815
50	CAPITAL OUTLAY	1,115	0	0	0	0
70	MISCELLANEOUS	3,399,512	2,984,282	3,075,079	2,767,620	2,767,620
80	INTER-GOVERNMENTAL / INTER-FUND	22,194	56,132	58,076	1,000	1,000
	GRAND TOTAL	<u>7,273,190</u>	<u>6,798,767</u>	<u>7,013,848</u>	<u>7,065,111</u>	<u>7,164,827</u>

SUMMARY BY FUND:

11	GENERAL	<u>7,273,190</u>	<u>6,798,767</u>	<u>7,013,848</u>	<u>7,065,111</u>	<u>7,164,827</u>
	GRAND TOTAL	<u>7,273,190</u>	<u>6,798,767</u>	<u>7,013,848</u>	<u>7,065,111</u>	<u>7,164,827</u>

SUMMARY BY DIVISION:

091000	DIRECTOR OF COMMUNITY SERVICES	654,757	597,306	582,610	593,896	593,896
094000	OFFICE OF DRUG CONTROL POLICY	1,040,574	1,011,864	877,848	902,315	902,315
095000	COMMUNITY DEVELOPMENT	2,221,564	1,705,405	1,593,009	1,390,288	1,490,004
096300	EMERGENCY ASSISTANCE	195,792	167,558	162,539	164,122	164,122
097100	OFFICE ON AGING	1,127,936	1,184,000	1,338,061	1,572,857	1,572,857
097200	HARFORD TRANSIT	2,032,567	2,132,634	2,459,781	2,441,633	2,441,633
	GRAND TOTAL	<u>7,273,190</u>	<u>6,798,767</u>	<u>7,013,848</u>	<u>7,065,111</u>	<u>7,164,827</u>

SUMMARY OF GRANT BUDGETS

1,770,658

COMMUNITY SERVICES

FINANCIAL NOTES:

The \$150,979 net increase in funding for Community Services is the result of:

	FY 11	FY 12	CHANGE	
o	1,968,435	1,931,698	(36,737)	Full Time Salaries:
			(36,737)	Staff Turnover (1.87%)
o		115,372	115,372	Additional funds provided for a 27th pay which will occur in FY 12
o		(5,454)	(5,454)	Net of Positions transferred within the Department of Community Services:
				# of Positions Salary Fringe Total
				0.0 0 (5,454) (5,454)
o		100,150	100,150	One (1) Administrative Specialist II position transferred from Administration - Director of Administration #021000
				# of Positions Salary Fringe Total
				1.00 70,578 29,572 100,150
o		99,716	99,716	One (1) Housing Services Coordinator position transferred from Housing #171000
				# of Positions Salary Fringe Total
				1.00 70,306 29,410 99,716
o		34,927	34,927	One (1) part-time Senior Center Specialist made full-time due to workload
				# of Positions Salary Fringe Total
				(0.60) (26,340) (20,993) (47,333) Part-time cost
				1.00 55,959 26,301 82,260 Full-time cost
				<u>29,619</u> <u>5,308</u> <u>34,927</u>
o	456,658	450,657	(6,001)	Temporary Salaries in Harford Transit for bus drivers decrease based on actual expense history
o	183,065	291,020	107,955	Pension/Retirement rate adjustments
o	30,117	23,727	(6,390)	Workers' Compensation rate adjustments
o	373,590	461,055	87,465	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	30,000	25,000	(5,000)	Overtime adjusted based on actual expense history
o	188,935	182,714	(6,221)	FICA adjustments

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 11 FY 12 CHANGE

o 180,798 177,475 (3,323) Other Professional Services

Index	FY 11	FY 12	Change	Explanation
#091000 Director of CS	25,933	25,933	0	Sign language interpreter for Disabilities meetings, contractual services
#094000 Ofc of Drug Control Policy	125,000	125,000	0	Speakers/facilities for symposiums/prevention programs; in-patient beds for substance abuse treatment; urinalysis and psychological examinations
#095000 Community Development	9,200	4,200	(5,000)	Bowman System HMIS contract @ \$3,200 (anticipate that a grant will pay \$5,000 of the cost); Harford's Most Beautiful @ \$1,000
#097100 Ofc on Aging	6,000	6,000	0	Bus vouchers for indigent seniors, program licensing, data conversion, bus service for senior picnic decreased based on actual expense history
#097200 Harford Transit	14,665	16,342	1,677	Route Match software services contract
Dept Total	180,798	177,475	(3,323)	

o 6,900 8,500 1,600 Operating Equipment- increase based on actuals for bus wash contract and other service contracts

o 31,415 32,215 800 Office Equipment - upgraded copier lease for Harford Transit in FY 12

COMMUNITY SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	5,225	3,840	(1,385) Building/Custodial Services decrease result of a grant paying dumpster costs for the Chenoweth Activity Center
o	56,076	0	(56,076) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project
o	306,010	343,150	37,140 Line items significantly adjusted, based on actual expense history and state of the economy:

	FY 11	FY 12	Change	
	26,500	26,100	(400)	Electricity
	12,800	12,300	(500)	Heating Fuel (Gas)
	55,275	56,175	900	Telephone Service
	1,760	1,000	(760)	Other Advertising
	1,000	500	(500)	Communication Service
	15,400	16,500	1,100	General Office Supplies
	5,350	4,525	(825)	Printing - Commercial
	5,900	5,400	(500)	General Office Mailing
	1,000	900	(100)	Paper Supplies
	1,200	1,400	200	Janitorial Supplies & Equipment
	500	400	(100)	Medical Supplies
	50,775	101,750	50,975	County Owned Vehicles
	112,000	102,000	(10,000)	Fuel
	3,100	1,800	(1,300)	Mileage
	7,500	7,000	(500)	Transportation Costs
	2,150	2,050	(100)	Meals
	250	1,150	900	Lodging
	1,550	1,200	(350)	Training Seminars
	2,000	1,000	(1,000)	Fleet Daily Carpools Rentals
	<u>306,010</u>	<u>343,150</u>	<u>37,140</u>	

COMMUNITY SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	4,000	0	(4,000)	Payment to Other Government Agencies - funding for Detention Center Prep Program funding not recommended by the Community Development Review Board (CDRB) in FY 12
o	242,873	257,819	14,946	Grants & Contributions - reductions based on the state of the economy:
	FY 11	FY 12	Change	
	0	18,000	18,000	Office of Drug Control - OPEB costs moved from County Match #7104
	160,000	155,000	(5,000)	Office of Drug Control - Homecoming/Mann House support
	26,800	26,800	0	Office of Drug Control - miscellaneous drug grants
	15,000	15,000	0	Office of Drug Control - Service Reform Initiative (SRI)
	0	4,000	4,000	Community Development - miscellaneous contributions
	41,073	39,019	(2,054)	Emergency Assistance - Department of Social Services
	<u>242,873</u>	<u>257,819</u>	<u>14,946</u>	

COMMUNITY SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	2,035,488	1,770,658	(264,830)	County Match / Transfers Out: Recommended reductions made based on state of the economy
	FY 11	FY 12	Change	
	17,500	12,500	(5,000)	Director of Community Services - Mediation Coordinator's supplies reduced
	15,000	0	(15,000)	Office of Drug Control - CSAFE
	20,000	22,000	2,000	Office of Drug Control - DUI Court Grant
	20,000	0	(20,000)	Office of Drug Control - moved to Grants & Contributions #7101 to cover OPEB
	194,135	124,135	(70,000)	Community Development - HOME grant
	25,000	25,000	0	Community Development - Emergency Shelter Grant
	25,570	15,570	(10,000)	Community Development - RSVP match
	38,500	0	(38,500)	Community Development - Rideshare Coordinator's salary/fringe supplement not needed due to turnover in staffing
	247,397	210,577	(36,820)	Office on Aging - IIIB Human Services
	10,911	0	(10,911)	Office on Aging - Medicaid Waiver
	11,207	0	(11,207)	Office on Aging - IIIC1
	22,603	22,603	0	Office on Aging - IIIE Caretakers
	14,543	14,543	0	Office on Aging - Senior Health Insurance Program (SHIP)
	5,861	5,861	0	Office on Aging - Senior Medicaid Patrol (SMP) formerly CAMM
	21,146	21,146	0	Office on Aging - IIIA Area Agency Admin
	0	2,000	2,000	Office on Aging - Cultural Arts programming for Seniors
	12,000	5,000	(7,000)	Office on Aging - Senior Classes
	333,580	356,401	22,821	Harford Transit - SSTAP
	687,575	687,575	0	Harford Transit - Section 5307
	65,000	65,000	0	Harford Transit - MTA Capital Grants
	4,510	4,510	0	Harford Transit - Americans with Disabilities
	45,430	69,671	24,241	Harford Transit - Job/Access/Reserve Commute (JARC)
	136,290	83,724	(52,566)	Harford Transit - New Freedom
	22,842	22,842	0	Harford Transit - Employment Express
	38,888	0	(38,888)	Harford Transit - BRAC match requirement met in FY 11
	<u>2,035,488</u>	<u>1,770,658</u>	<u>(264,830)</u>	

COMMUNITY SERVICES

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	792,718	739,143	(53,575)	Miscellaneous Grant In Aid:
	FY 11	FY 12	Change	
	12,054	11,451	(603)	Catholic Charities
	30,600	29,070	(1,530)	Habitat for Humanity
	16,374	15,555	(819)	Kelleher-Family & Children Services
	8,640	8,208	(432)	Salvation Army
	76,854	73,011	(3,843)	SARC
	56,694	53,859	(2,835)	Arc of Harford County
	37,440	35,568	(1,872)	Mason Dixon Community Services
	35,000	35,000	0	Marriage Licenses / Spouse Abuse - per Treasury
	30,960	29,412	(1,548)	Legal Aid
	29,334	27,867	(1,467)	Harford Community Action Agency
	35,094	33,339	(1,755)	CSAT - Family & Children's Services
	48,054	45,651	(2,403)	Assoc Catholic Charities - Anna's House
	24,294	23,079	(1,215)	Inter-County Outreach
	17,814	16,923	(891)	Harford Family House
	14,400	13,680	(720)	Emergency Services - In-Home Aid
	122,934	116,787	(6,147)	Harford Boys & Girls Club
	20,000	19,000	(1,000)	Emergency Services - Emergency Housing & Utilities
	13,494	12,819	(675)	Wilson Ministry Center
	9,360	8,892	(468)	Big Brothers / Sisters
	8,454	8,031	(423)	St. Joan of Arc
	900	855	(45)	Chesapeake Therapeutic Riding
	14,214	13,503	(711)	Open Doors
	50,934	48,387	(2,547)	Faith Communities & Civic Agencies
	2,700	2,565	(135)	Urban Impact
	28,614	0	(28,614)	Emergency Preparedness - moved to Core Svc Agency in FY12
	5,040	4,788	(252)	Alliance
	5,760	5,472	(288)	Homecoming for Women
	2,880	0	(2,880)	St Vincent De Paul - did not apply in FY 12
	14,934	41,371	26,437	Core Svc Agency - Mobile Crisis
	7,200	0	(7,200)	Addiction Connection Resource, Inc.
	11,694	0	(11,694)	Homeless Services
	0	5,000	5,000	LASOS - Linking All So Others Succeed
	<u>792,718</u>	<u>739,143</u>	<u>(53,575)</u>	

DEPARTMENT STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	3.00	118,029	3.00	118,029	4.00	170,341
Administrative Assistant II	1.00	48,110	1.00	48,110	0.00	0
Administrative Budget Technician I	1.00	44,404	1.00	44,404	1.00	39,900
Administrative Budget Technician II	1.00	66,544	1.00	66,544	1.00	66,544
Administrative Secretary III	1.00	52,939	1.00	52,939	1.00	54,000
Administrative Specialist I	1.00	72,451	1.00	72,451	3.00	167,713
Administrative Specialist II	2.00	116,013	2.00	116,013	2.00	122,633
Administrator	2.00	139,048	2.00	155,556	2.00	155,556
Clerk Dispatcher	1.00	34,734	1.00	34,734	0.00	0
Client Advocacy Services Asst. Manager	1.00	52,811	1.00	52,811	1.00	52,811
Client Advocacy Services Manager	2.00	144,556	2.00	144,556	2.00	144,556
Communications Specialist I	1.00	36,842	1.00	36,842	2.00	71,576
Communications Specialist II	1.00	43,825	1.00	43,825	1.00	43,825
Community Resources Coordinator	1.00	41,450	1.00	41,450	1.00	43,900
Coordinator for Disabilities	1.00	61,895	1.00	61,895	1.00	61,895
Deputy Director of Community Services	1.00	97,603	1.00	97,603	1.00	85,000
Director of Community Services	1.00	121,217	1.00	121,217	1.00	110,933
Grants Administrator	1.00	57,859	1.00	57,859	0.00	0
Grants Coordinator	0.00	0	0.00	0	1.00	60,000
Harford Transit Safety/Training Supervisor	1.00	47,400	0.00	0	0.00	0
Housing Services Coordinator	0.00	0	0.00	0	1.00	70,306
Housing Services Counselor	1.00	61,895	1.00	61,895	1.00	61,895
Juvenile Drug Court Coordinator	1.00	58,880	1.00	58,880	1.00	58,880
Long Term Care Coordinator	1.00	51,851	1.00	51,851	1.00	51,851
Manager, Harford Transit	1.00	57,043	2.00	125,535	2.00	125,043
Manager, Senior Center Division	1.00	57,700	1.00	57,700	1.00	60,000
Manager, Substance Abuse & Drug Ctrl	1.00	85,314	1.00	85,314	1.00	85,314
Planner I	1.00	60,000	1.00	60,000	1.00	60,000

DEPARTMENT STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Secretary II	1.00	52,312	1.00	52,312	0.00	0
Senior Center Specialist	1.00	48,110	1.00	48,110	2.00	104,069
TOTAL FULL-TIME SALARIES	33.00	1,930,835	33.00	1,968,435	36.00	2,128,541
PART-TIME SALARIES						
Senior Center Specialist	0.00	0	0.60	26,340	0.00	0
TOTAL PART-TIME SALARIES	0.00	0	0.60	26,340	0.00	0
TEMPORARY SALARIES		641,469		456,658		450,657
SALARY TOTAL	33.00	2,572,304	33.60	2,451,433	36.00	2,579,198
OTHER PERSONAL SERVICES						
Pension & Retirement		225,069		183,065		309,529
Workers' Compensation		32,739		30,117		22,739
Health Benefits		391,096		373,590		489,047
Overtime		38,500		30,000		25,000
FICA		197,557		188,935		195,757
Miscellaneous		5,880		5,510		5,790
TOTAL OTHER PERSONAL SERVICES		890,841		811,217		1,047,862
TOTAL 27TH PAY COST		0		0		115,372
FURLOUGH SAVINGS		(53,251)		0		0
TOTAL PERSONAL SERVICES	33.00	3,409,894	33.60	3,262,650	36.00	3,742,432

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: COMMUNITY SERVICES**DIVISION: 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 coordinates programs which meet an array of needs in Harford County. The agencies and programs that provide services are: Community Development; Grant-in-Aid; Block Grant/Home Programs; Disabilities Coordination; the Office on Aging; the Office of Drug Control Policy; Commission for Women; Volunteer Connection; Harford Transit; Human Relations; Kid's C.A.N. Mentoring Program; Mediation Commission, Transitional Services, the Rideshare Program and Drug Court Treatment programs.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	554,529	518,295	515,137	531,473	531,473
20	CONTRACTUAL SERVICES	42,750	44,158	42,033	42,433	42,433
30	SUPPLIES & MATERIALS	7,483	4,816	6,150	5,850	5,850
40	BUSINESS & TRAVEL	2,435	2,187	1,790	1,640	1,640
50	CAPITAL OUTLAY	954	0	0	0	0
70	MISCELLANEOUS	46,534	27,850	17,500	12,500	12,500
80	INTER-GOVERNMENTAL / INTER-FUND	72	0	0	0	0
	GRAND TOTAL	654,757	597,306	582,610	593,896	593,896
<u>FUNDING SOURCE:</u>						
11	GENERAL	654,757	597,306	582,610	593,896	593,896

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Director of Community Services****INDEX: 091000****FINANCIAL NOTES:**

The \$11,286 net increase in funding for Community Services - Director of Community Services is the result of:

	FY 11	FY 12	CHANGE	
o	388,029	355,181	(32,848)	Full Time Salaries
			(32,848)	Staff Turnover (8.47%)
o		16,787	16,787	Additional funds provided for a 27th pay which will occur in FY 12
o	50,969	72,638	21,669	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	31,818	47,057	15,239	Pension/Retirement rate adjustments
o	7,520	4,884	(2,636)	Workers' Compensation rate adjustments
o	29,310	27,435	(1,875)	FICA adjustments
o	4,700	4,650	(50)	Line items significantly adjusted, based on the state of the economy and actual expense history:
		FY 11	FY 12	Change
		2,600	3,000	400 Telephone Services
		1,300	1,000	(300) General Office Mailing
		800	650	(150) Mileage
		<u>4,700</u>	<u>4,650</u>	<u>(50)</u>
o	17,500	12,500	(5,000)	County Match - Mediation Coordinator's salary match. Supplies were cut due to the state of the economy

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: DIRECTOR OF COMMUNITY SERVICES

Index No. 091000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	52,312	1.00	52,312	1.00	52,312
Administrative Secretary III	1.00	52,939	1.00	52,939	1.00	54,000
Administrative Specialist I	0.00	0	0.00	0	1.00	52,936 A
Administrative Specialist II	1.00	63,958	1.00	63,958	0.00	0
Deputy Director of Community Services	1.00	97,603	1.00	97,603	1.00	85,000
Director of Community Services	1.00	121,217	1.00	121,217	1.00	110,933
TOTAL FULL-TIME SALARIES	5.00	388,029	5.00	388,029	5.00	355,181
TEMPORARY SALARIES		6,790		6,791		6,791 B
SALARY TOTAL	5.00	394,819	5.00	394,820	5.00	361,972
OTHER PERSONAL SERVICES						
Pension & Retirement		37,981		31,818		47,057
Workers' Compensation		8,057		7,520		4,884
Health Benefits		55,461		50,969		72,638
FICA		29,309		29,310		27,435
Miscellaneous		840		700		700
TOTAL OTHER PERSONAL SERVICES		131,648		120,317		152,714
TOTAL 27TH PAY COST		0		0		16,787
FURLOUGH SAVINGS		(8,174)		0		0
TOTAL PERSONAL SERVICES	5.00	518,293	5.00	515,137	5.00	531,473

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Specialist II filled as Administrative Specialist I - #2800

B - Temporary funding provides for one (1) Clerk Typist

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Office of Drug Control Policy****INDEX: 094000****ORIGIN/PURPOSE:**

Established by a grant in 1980, the Office of Drug Control Policy is responsible for the assessment, development, implementation, and evaluation of the County-wide drug and alcohol prevention program. The program's philosophy embraces the concept of collaboration of all communities components, from individuals and families to public and private organizations in order to address the issue of drug use and abuse. Programming is conducted through a variety of grants, and there are on-going efforts to obtain additional funding.

FY '11 - '12 GOAL:

1 TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	486,423	517,183	465,348	510,465	510,465
20	CONTRACTUAL SERVICES	115,898	135,487	131,450	131,450	131,450
30	SUPPLIES & MATERIALS	13,925	14,873	12,900	14,300	14,300
40	BUSINESS & TRAVEL	8,379	6,893	9,350	8,300	8,300
70	MISCELLANEOUS	415,949	337,428	256,800	236,800	236,800
80	INTER-GOVERNMENTAL / INTER-FUND	0	0	2,000	1,000	1,000
	GRAND TOTAL	1,040,574	1,011,864	877,848	902,315	902,315
<u>FUNDING SOURCE:</u>						
11	GENERAL	1,040,574	1,011,864	877,848	902,315	902,315

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Office of Drug Control Policy****INDEX: 094000****FINANCIAL NOTES:**

The \$24,467 net increase in funding for Community Services - Office of Drug Control Policy is the result of:

	FY 11	FY 12	CHANGE	
o		16,457	16,457	Additional funds provided for a 27th pay which will occur in FY 12
o	25,548	41,209	15,661	Pension/Retirement rate adjustments
o	3,050	2,204	(846)	Worker's Compensation rate adjustments
o	49,202	63,047	13,845	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	125,000	125,000	0	Other Professional Services funding provides for:
	FY 11	FY 12	Change	
	15,000	15,000	0	Contract for counselors licensed to treat individuals with dual diagnosis
	70,000	70,000	0	In-patient beds for substance abuse treatment
	40,000	40,000	0	Juvenile Drug Court - for urinalysis and psychological examinations
	<u>125,000</u>	<u>125,000</u>	<u>0</u>	

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Office of Drug Control Policy****INDEX: 094000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	13,450	12,800	(650)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	2,600	4,000	1,400	General Office Supplies
	100	50	(50)	Parking & Tolls
	7,000	6,600	(400)	Transportation Costs
	500	400	(100)	Meals
	750	500	(250)	Membership Fees & Dues
	500	250	(250)	Training Seminars
	2,000	1,000	(1,000)	Fleet Daily Carpool Rentals
	<u>13,450</u>	<u>12,800</u>	<u>(650)</u>	
o	201,800	214,800	13,000	Grants & Contributions - based on actual expense history and the state of the economy
	FY 11	FY 12	Change	
	160,000	155,000	(5,000)	Funding support for half-way houses due to State regulations requiring that Health Department funds be used for homes taking methadone patients
	0	18,000	18,000	Moved from #094000-7104 - County Match/ Transfers Out for OPEB
	15,000	15,000	0	Service Reform Initiative (SRI)
	26,800	26,800	0	Miscellaneous grants
	<u>201,800</u>	<u>214,800</u>	<u>13,000</u>	

DEPARTMENT: COMMUNITY SERVICES

DIVISION: Office of Drug Control Policy

INDEX: 094000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	55,000	22,000	(33,000)	County Match/Transfers Out - reductions due to the state of the economy:
	FY 11	FY 12	Change	
	15,000	0	(15,000)	CSAFE
	20,000	22,000	2,000	DUI Court Grant
	20,000	0	(20,000)	Moved to #094000-7101 Grants &
				Contributions for OPEB
	<u>55,000</u>	<u>22,000</u>	<u>(33,000)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: OFFICE OF DRUG CONTROL POLICY

Index No. 094000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	49,334	1.00	49,334
Administrative Assistant II	1.00	48,110	0.00	0	0.00	0
Juvenile Drug Court Coordinator	1.00	58,880	1.00	58,880	1.00	58,880
Manager, Substance Abuse & Drug Control	1.00	85,314	1.00	85,314	1.00	85,314
TOTAL FULL-TIME SALARIES	3.00	192,304	3.00	193,528	3.00	193,528
TEMPORARY SALARIES		188,776		165,662		165,662 A
SALARY TOTAL	3.00	381,080	3.00	359,190	3.00	359,190
OTHER PERSONAL SERVICES						
Pension & Retirement		32,600		25,548		41,209
Workers' Compensation		3,264		3,050		2,204
Health Benefits		65,994		49,202		63,047
FICA		29,152		27,478		27,478
Miscellaneous		980		880		880
TOTAL OTHER PERSONAL SERVICES		131,990		106,158		134,818
TOTAL 27TH PAY COST		0		0		16,457
FURLOUGH SAVINGS		(7,889)		0		0
TOTAL PERSONAL SERVICES	3.00	505,181	3.00	465,348	3.00	510,465

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary salaries provide funding for Budget Technician, Juvenile Drug Court Assistant Coordinator, Juvenile Drug Court Programmer, Drug Court Prevention Associate and an Evaluator

DEPARTMENT OF COMMUNITY SERVICES - OFFICE OF DRUG CONTROL

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To reduce substance abuse in Harford County.

Department Objective

To encourage and expand prevention services involving County government, non-profits and citizens to reduce substance abuse within the County using federal, state, and local funding.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Substance Abuse Programs	102	136	195	125	140
Funds from Grants	\$1,011,727	\$1,025,119	\$723,311	\$750,000	\$750,000
Number of grants applied for	14	15	13	15	15
<u>Output:</u>					
Number of participants	11,605	13,533	23,517	13,000	17,500
Progress reports related to grants	56	60	52	60	52
Number of grants awarded	14	15	13	14	13
<u>Efficiency:</u>					
Number of grants renewed	14	15	13	14	15
<u>Service Quality:</u>					
Results of:					
Participant Surveys	Excellent	Excellent	Excellent	Excellent	Excellent
Progress Reports	56	60	52	52	52
<u>Outcome:</u>					
Reduction of 12th graders using marijuana & binge drinking	(2.5%)	(2.5%)	(.08%)	(1.5%)	(1.5%)
Number of drug / alcohol overdoses	31	36	35	30	30

Explanation and Analysis of Performance Measures

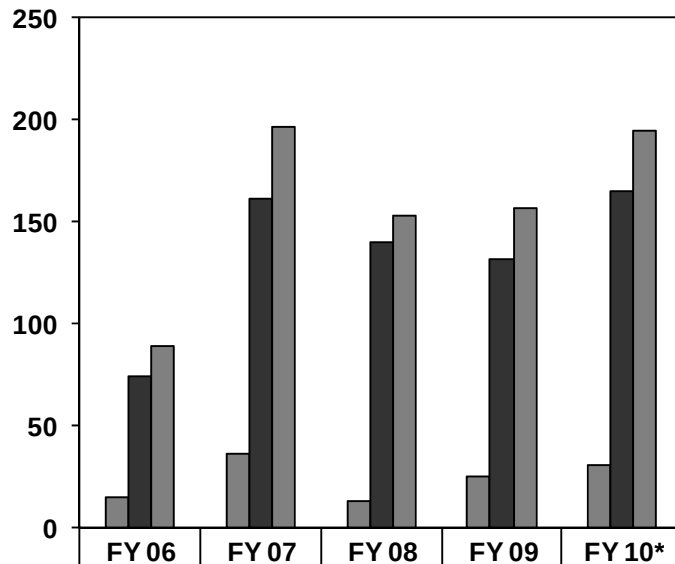
The Maryland Adolescent Survey reflects alcohol and drug use among Harford County youth. This will be compared to the State average. The number of participants in treatment and the number of deaths related to drugs and alcohol will be tracked and compared to previous years statistics. The increase in drug overdose deaths is due to prescription drug overdoses.

Major Related Plans and Policies

Use Federal Drug Free Grants, Drug Court Grants, and State Public Safety Grants to enhance public safety.

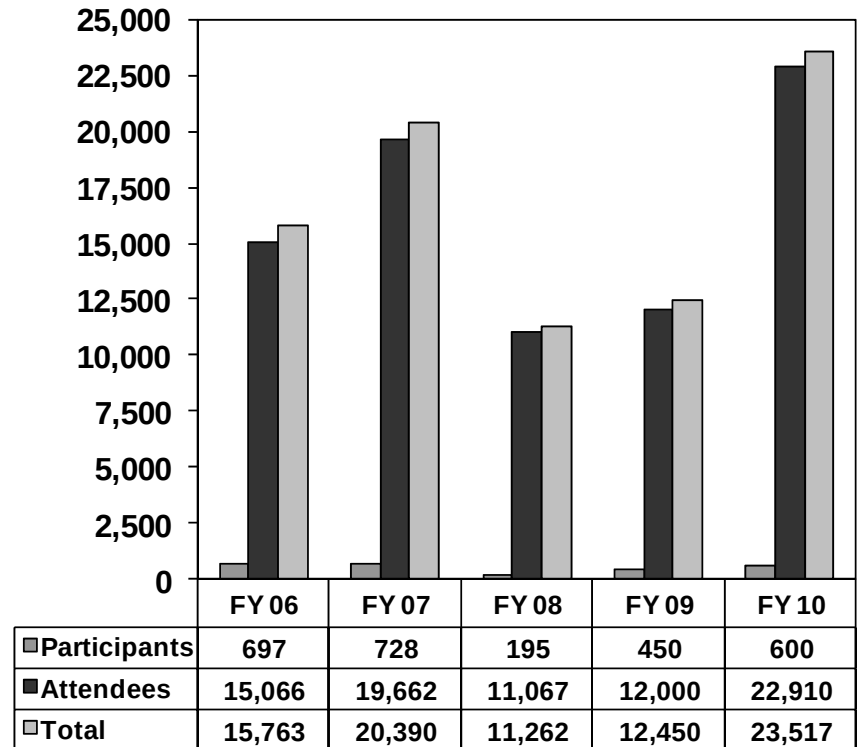
Community Services Office of Drug Control Policy

Programs



	FY 06	FY 07	FY 08	FY 09	FY 10*
Recurring	15	36	13	25	30
Single	74	161	140	132	165
Total	89	197	153	157	195

People Served



	FY 06	FY 07	FY 08	FY 09	FY 10
Participants	697	728	195	450	600
Attendees	15,066	19,662	11,067	12,000	22,910
Total	15,763	20,390	11,262	12,450	23,517

*Actual as of April 1, 2010

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Community Development****INDEX: 095000****ORIGIN/PURPOSE:**

Administrative Policy 300-01 provides for financial and programmatic development assistance to designated private, nonprofit human services agencies in Harford County. In FY 01, the name of this index changed from Local Grants to Community Development. Through Community Development, qualified organizations, new or established, are assisted in delivering public service needs which may not be provided within the County government structure.

This Division administers local, state, and federal grant funds given to organizations meeting citizen needs. Community Development designs programs for and writes / administers grants from outside sources resulting in additional services without additional taxpayer costs. It also provides technical assistance to any agency or organization requesting assistance.

FY '11 - '12 GOAL:

2 TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	533,278	591,117	537,236	505,570	605,286
20	CONTRACTUAL SERVICES	18,184	19,632	10,200	5,700	5,700
30	SUPPLIES & MATERIALS	4,296	3,785	1,350	1,350	1,350
40	BUSINESS & TRAVEL	4,987	4,146	2,700	2,500	2,500
70	MISCELLANEOUS	1,660,819	1,086,669	1,041,523	875,168	875,168
80	INTER-GOVERNMENTAL/INTER-FUND EXP	0	56	0	0	0
	GRAND TOTAL	<u>2,221,564</u>	<u>1,705,405</u>	<u>1,593,009</u>	<u>1,390,288</u>	<u>1,490,004</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>2,221,564</u>	<u>1,705,405</u>	<u>1,593,009</u>	<u>1,390,288</u>	<u>1,490,004</u>

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Community Development****INDEX: 095000****FINANCIAL NOTES:**

The (\$103,005) net decrease in funding for Community Services - Community Development is the result of:

	FY 11	FY 12	CHANGE	
o		16,239	16,239	Additional funds provided for a 27th pay which will occur in FY 12
o	273,259	277,850	4,591	Full Time Salaries
			4,591	Turnover
				1.68%
o		(72,782)	(72,782)	Position transferred between divisions in Community Services for FY 12:
				# of Positions
				(1.0)
				Salary
				(60,000)
				Fringe
				(12,782)
				Total
				(72,782)
				Planner I to Office on Aging #097100
o		99,716	99,716	Position transferred from Housing #171000 for FY 12:
				# of Positions
				1.0
				Salary
				70,306
				Fringe
				29,410
				Total
				99,716
				Housing Services Coordinator
o	26,324	39,451	13,127	Pension/Retirement rate adjustments
o	3,748	3,303	(445)	Workers' Compensation rate adjustments
o	57,227	66,095	8,868	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	31,904	30,640	(1,264)	FICA adjustments
o	9,200	4,200	(5,000)	Other Professional Services - provides funding for the Bowman Systems contract @ \$3,200 and Harford County's Most Beautiful @ \$1,000. Funding reduced in anticipation of a grant absorbing some of the Bowman Systems cost

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Community Development****INDEX: 095000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE

o	2,500	6,800	4,300	Line items significantly adjusted, based on actual expense history and state of the economy:

	FY 11	FY 12	Change	
	900	1,400	500	Telephone Services
	1,500	500	(1,000)	Mileage
	100	0	(100)	Transportation Costs
	0	900	900	Lodging
	0	4,000	4,000	Grants & Contributions
	<u>2,500</u>	<u>6,800</u>	<u>4,300</u>	

o	283,205	164,705	(118,500)	County Match / Transfers Out: Recommended reductions based on the state of the economy

	FY 11	FY 12	Change	
	25,000	25,000	0	Emergency Shelter Grant
	194,135	124,135	(70,000)	Home Grant
	25,570	15,570	(10,000)	RSVP match
	38,500	0	(38,500)	Rideshare Coordinator salary support not needed due to turnover of staff
	<u>283,205</u>	<u>164,705</u>	<u>(118,500)</u>	

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Community Development****INDEX: 095000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	758,318	706,463	(51,855)	Grant in Aid to various non-profit organizations reduced due to state of the economy:
	FY 11	FY 12	Change	
	12,054	11,451	(603)	Catholic Charities
	30,600	29,070	(1,530)	Habitat for Humanity
	16,374	15,555	(819)	Kelleher-Family & Children Services
	8,640	8,208	(432)	Salvation Army
	76,854	73,011	(3,843)	SARC
	56,694	53,859	(2,835)	ARC of Harford County
	37,440	35,568	(1,872)	Mason Dixon Community Services
	35,000	35,000	0	Marriage Licenses / Spouse Abuse
	30,960	29,412	(1,548)	Legal Aid
	29,334	27,867	(1,467)	Harford Community Action Agency
	35,094	33,339	(1,755)	CSAT - Family & Children's Services
	48,054	45,651	(2,403)	Assoc Catholic Charities - Anna's House
	24,294	23,079	(1,215)	Inter-County Outreach
	17,814	16,923	(891)	Harford Family House
	122,934	116,787	(6,147)	Harford Boys & Girls Club
	13,494	12,819	(675)	Wilson Ministry Center
	9,360	8,892	(468)	Big Brothers / Sisters
	8,454	8,031	(423)	St. Joan of Arc
	900	855	(45)	Chesapeake Therapeutic Riding
	14,214	13,503	(711)	Open Doors
	50,934	48,387	(2,547)	Faith Communities & Civic Agencies
	2,700	2,565	(135)	Urban Impact
	28,614	0	(28,614)	Emergency Preparedness moved to Core Service Agency - Mobile Crisis
	5,040	4,788	(252)	Alliance
	5,760	5,472	(288)	Homecoming for Women
	2,880	0	(2,880)	St. Vincent De Paul
	14,934	41,371	26,437	Core Service Agency - Mobile Crisis
	7,200	0	(7,200)	Addiction Connection Resource, Inc.
	11,694	0	(11,694)	Homeless Services
	0	5,000	5,000	LASOS (Linking All So Other Succeed)
	<u>758,318</u>	<u>706,463</u>	<u>(51,855)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: COMMUNITY DEVELOPMENT

Index No. 095000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	52,055	1.00	52,055	1.00	52,055
Community Resources Coordinator	1.00	41,450	1.00	41,450	1.00	43,900
Coordinator for Disabilities	1.00	61,895	1.00	61,895	1.00	61,895
Grants Administrator	1.00	57,859	1.00	57,859	0.00	0
Grants Coordinator	0.00	0	0.00	0	1.00	60,000 A
Housing Services Coordinator	0.00	0	0.00	0	1.00	70,306 B
Planner I	1.00	60,000	1.00	60,000	0.00	0 C
TOTAL FULL-TIME SALARIES	5.00	273,259	5.00	273,259	5.00	288,156
TEMPORARY SALARIES		189,813		143,784		143,784 D
SALARY TOTAL	5.00	463,072	5.00	417,043	5.00	431,940
OTHER PERSONAL SERVICES						
Pension & Retirement		35,311		26,324		43,671
Workers' Compensation		4,015		3,748		1,512
Health Benefits		61,762		57,227		79,506
FICA		35,425		31,904		31,428
Miscellaneous		1,120		990		990
TOTAL OTHER PERSONAL SERVICES		137,633		120,193		157,107
TOTAL 27TH PAY COST		0		0		16,239
FURLOUGH SAVINGS		(9,586)		0		0
TOTAL PERSONAL SERVICES	5.00	591,119	5.00	537,236	5.00	605,286

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Grants Administrator filled as Grants Coordinator - #3362

B - One (1) Housing Services Coordinator transferred from Housing - 171000 - #1956

C - One (1) Planner I position transferred to Community Services, Office on Aging - 097200 - #2806

D - Temporary salaries provide for a Human Relations Manager, a Grants Administrator, and a Grants Specialist

COMMUNITY SERVICES - COMMUNITY DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To enhance the ability of public and private sector organizations to provide human services to Harford County citizens.

Department Objective

To wisely allocate tax dollars to coordinate public and private resources to enhance the quality of life in Harford County.

County Goal(s) Supported

III. Efficient County Government

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Community Service Programs	38	94	83	75	83
Funds from Grants	\$9,485,847	\$8,468,363	\$8,465,000	\$8,300,000	\$8,465,000
<u>Output:</u>					
Activities sponsored / co-sponsored	93	77	89	70	89
Organizations and projects served	250	250	265	250	265
Number of programs funded	110	94	113	90	113
Progress reports submitted to federal and state agencies	60	80	86	60	86
<u>Efficiency:</u>					
Outside funds leveraged	\$6,300,000	\$3,237,835	\$3,000,000	\$3,000,000	\$3,000,000
Leveraged partnerships	110	50	50	50	50
<u>Service Quality:</u>					
Results of participant surveys	Excellent	Excellent	Excellent	Excellent	Excellent
<u>Outcome:</u>					
Number of people attended / affected by Community Services programs	1,373	15,750	15,000	15,000	15,000
Participants of County funded human service programs	83,250	75,150	75,000	75,150	75,000

Explanation and Analysis of Performance Measures

People affected by Community Service programs include County employees and citizens who attend training and seminars sponsored by the Community Services department as well as those who access department services throughout the year. The addition, however, of the Local Management Board (LMB) program allowed us to maintain the number of outputs and outcomes overall for the Division. The economy impacted the ability for partners and grantees to provide additional funds for leverage. This impacted direct services from human service programs.

Major Related Plans and Policies

Harford County Consolidated Plan, U.S. Census Data, Continuum of Care Plan

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Emergency Assistance****INDEX: 096300****ORIGIN/PURPOSE:**

By authority of the annual Budget and Appropriation Ordinance, funds to the Maryland Department of Social Services / Harford County provide assistance to citizens as follows:

- o Assistance to persons in emergency situations for whom there are no or insufficient state or federal funds to help. Illustratively, aid is provided in forestalling evictions/foreclosures, temporary shelter, utility payments, medical (optical and dental needs, prescription drugs) and other miscellaneous emergency needs. Funds are also used for the PREP Program (Prisoners Released from Harford County Detention Center).
- o State Foster Care Board monthly supplements are forwarded to approved foster parents for each child in their care that month. Supplements increase the agency's ability to recruit foster parents for Harford County children who must be placed out of the homes of their parents or relatives. Based on the child's age (birth through 11 years of age and 12 years and older), supplements are used for items for which foster families would have to pay "out of pocket" such as class trips, caps and gowns, and other incidentals. Funds may also be used for foster parent applicants who cannot afford the cost of required medical examinations.
- o In-home aide care to severely disabled adults, thereby preventing family break-up, institutionalization, and/or hospitalization.
- o Matching funds to those funds provided by outside sources, funds are used to meet the emergency needs of Harford County citizens.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	126,872	90,486	83,066	92,423	92,423
70	MISCELLANEOUS	68,920	77,072	79,473	71,699	71,699
GRAND TOTAL		195,792	167,558	162,539	164,122	164,122
<u>FUNDING SOURCE:</u>						
11	GENERAL	195,792	167,558	162,539	164,122	164,122

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Emergency Assistance****INDEX: 096300****FINANCIAL NOTES:**

The \$1,583 net increase in funding for Community Services - Emergency Assistance is the result of:

	FY 11	FY 12	CHANGE
o		2,872	2,872 Additional funds provided for a 27th pay which will occur in FY 12
o	5,075	8,046	2,971 Pension/Retirement Rate Adjustments
o	11,048	14,611	3,563 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	4,000	0	(4,000) Payment to Other Government Agencies - Detention Center Prep Program funding. Funding was not recommended in FY 12 by the Community Development Review Board (CDRB)
o	75,473	71,699	(3,774) Grants and Contributions - reductions based on the state of the economy:

	FY 11	FY 12	Change	
	41,073	39,019	(2,054)	Emergency Assistance
	14,400	13,680	(720)	CS In-Home Aid
	20,000	19,000	(1,000)	CS Emergency Housing & Utility
	<u>75,473</u>	<u>71,699</u>	<u>(3,774)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: EMERGENCY ASSISTANCE

Index No. 096300

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Housing Services Counselor	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>
TOTAL FULL TIME SALARIES	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>
TEMPORARY SALARIES	<u> </u>	<u>16,660</u>	<u> </u>	<u>0</u>	<u> </u>	<u>0</u>
SALARY TOTAL	<u>1.00</u>	<u>78,555</u>	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		5,954		5,075		8,046
Workers' Compensation		186		173		124
Health Benefits		11,685		11,048		14,611
FICA		4,735		4,735		4,735
Miscellaneous	<u> </u>	<u>140</u>	<u> </u>	<u>140</u>	<u> </u>	<u>140</u>
TOTAL OTHER PERSONAL SERVICES		22,700		21,171		27,656
TOTAL 27TH PAY COST		0		0		2,872
FURLOUGH SAVINGS	<u> </u>	<u>(1,626)</u>	<u> </u>	<u>0</u>	<u> </u>	<u>0</u>
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>99,629</u>	<u>1.00</u>	<u>83,066</u>	<u>1.00</u>	<u>92,423</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Office on Aging****INDEX: 097100****ORIGIN/PURPOSE:**

The Office on Aging was created by Harford County Code, Article XXIX, Chapter 9, Section 178, Bill No. 81-13. In addition, it is designated by the Maryland Department of Aging as the Area Agency on Aging for Harford County, the entity which administers Federal and State programs serving older adults. The purpose of the Office on Aging is to develop and provide a wide variety of services for older adults, their families and caregivers, designed to promote maximum independence and dignity, and to prevent unnecessary institutionalization.

FY '11 - '12 GOAL:

- 3 TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	776,904	715,164	907,063	1,207,442	1,207,442
20	CONTRACTUAL SERVICES	62,183	63,165	72,455	70,310	70,310
30	SUPPLIES & MATERIALS	10,439	9,468	9,650	9,275	9,275
40	BUSINESS & TRAVEL	3,072	4,942	3,225	4,100	4,100
70	MISCELLANEOUS	275,316	391,261	345,668	281,730	281,730
80	INTER-GOVERNMENTAL/INTER-FUND	22	0	0	0	0
	GRAND TOTAL	<u>1,127,936</u>	<u>1,184,000</u>	<u>1,338,061</u>	<u>1,572,857</u>	<u>1,572,857</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>1,127,936</u>	<u>1,184,000</u>	<u>1,338,061</u>	<u>1,572,857</u>	<u>1,572,857</u>

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Office on Aging****INDEX: 097100****FINANCIAL NOTES:**

The \$234,796 net increase in funding for Community Services - Office on Aging is the result of:

	FY 11	FY 12	CHANGE	
o		37,850	37,850	Additional funds provided for a 27th pay which will occur in FY 12
o	633,274	635,574	2,300	Full Time Salaries
			2,300	Staff Turnover <u>0.36%</u>
		67,328	67,328	Position transferred from Community Services - Community Development #095000:
				# of Positions Salary Fringe Total
			1.0	60,000 7,328 67,328 Planner I
o		100,150	100,150	Position transferred from Administration - Director of Administration #021000:
			1.0	70,578 29,572 100,150 Administrative Specialist II
o		34,927	34,927	One (1) part-time Senior Center Specialist made full-time due to workload:
				# of Positions Salary Fringe Total
			(0.60)	(26,340) (20,993) (47,333) Abolished part-time Senior Center Specialist
			1.00	55,959 26,301 82,260 Created full-time Senior Center Specialist
				<u>29,619</u> <u>5,308</u> <u>34,927</u>
o	54,088	84,785	30,697	Pension/Retirement rate adjustments
o	131,763	161,099	29,336	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	9,458	7,073	(2,385)	Workers' Compensation rate adjustments
o	50,460	50,636	176	FICA adjustments

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Office on Aging****INDEX: 097100****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	15,060	13,465	(1,595)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	3,600	4,100	500	Electricity
	3,800	3,300	(500)	Heating Fuel (Gas)
	760	0	(760)	Other Advertising
	1,925	540	(1,385)	Building/Custodial Services- grants offset cost
	500	275	(225)	Printing - Commercial
	2,500	2,300	(200)	General Office Mailing
	600	500	(100)	Paper Supplies
	400	600	200	Janitorial Supplies & Equipment
	775	1,750	975	County Owned Vehicles
	200	100	(100)	Training Seminars
	<u>15,060</u>	<u>13,465</u>	<u>(1,595)</u>	
o	345,668	281,730	(63,938)	County Match / Transfers Out Local match required for Federal and State grants - recommended reductions due to state of the economy
	FY 11	FY 12	Change	
	247,397	210,577	(36,820)	IIIB Human Services
	10,911	0	(10,911)	Medicaid Waiver
	14,543	14,543	0	Senior Health Insurance Program (SHIP)
	5,861	5,861	0	Senior Medicaid Patrol (SMP) formerly CAMM
	21,146	21,146	0	IIIA Area Agency Admin
	11,207	0	(11,207)	IIIC1
	22,603	22,603	0	IIIE Caretakers
	0	2,000	2,000	Cultural Arts programming
	12,000	5,000	(7,000)	Senior Classes
	<u>345,668</u>	<u>281,730</u>	<u>(63,938)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: OFFICE ON AGING

Index No. 097100

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	68,695	2.00	68,695	2.00	68,695
Administrative Budget Technician II	1.00	66,544	1.00	66,544	1.00	66,544
Administrative Specialist I	1.00	72,451	1.00	72,451	1.00	72,451
Administrative Specialist II	0.00	0	0.00	0	1.00	70,578 A
Administrator	1.00	70,556	1.00	70,556	1.00	70,556
Client Advocacy Services Assistant Manager	1.00	52,811	1.00	52,811	1.00	52,811
Client Advocacy Services Manager	2.00	144,556	2.00	144,556	2.00	144,556
Long Term Care Coordinator	1.00	51,851	1.00	51,851	1.00	51,851
Manager, Senior Center Division	1.00	57,700	1.00	57,700	1.00	60,000
Planner I	0.00	0	0.00	0	1.00	60,000 B
Senior Center Specialist	1.00	48,110	1.00	48,110	2.00	104,069 C
FULL-TIME SALARIES	11.00	633,274	11.00	633,274	14.00	822,111
PART-TIME SALARIES						
Senior Center Specialist	0.00	0	0.60	26,340	0.00	0
TOTAL PART-TIME SALARIES	0.00	0	0.60	26,340	0.00	0
TEMPORARY SALARIES		66,585		0		0
SALARY TOTAL	11.00	699,859	11.60	659,614	14.00	822,111

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: OFFICE ON AGING

Index No. 097100

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		67,327		54,088		99,074
Workers' Compensation		9,225		9,458		7,876
Health Benefits		126,874		131,763		175,680
Overtime		500		0		0
FICA		53,577		50,460		62,891
Miscellaneous		1,680		1,680		1,960
TOTAL OTHER PERSONAL SERVICES		259,183		247,449		347,481
TOTAL 27TH PAY COST		0		0		37,850
FURLOUGH SAVINGS		(14,488)		0		0
TOTAL PERSONAL SERVICES	11.00	944,554	11.60	907,063	14.00	1,207,442

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Specialist II position transferred from Administration, Director of Administration - #021000 - #2788

B - One (1) Planner I position transferred from Community Services, Community Development - 095000 - #2806

C - One (1) part-time Senior Center Specialist position made full-time due to workload - #3544

COMMUNITY SERVICES - OFFICE ON AGING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide information and assistance to the elderly in order to enable them to remain independent with an enhanced quality of life.

Department Objective

To inform the elderly and the 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

II. Education

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Service categories provided per the Older Americans Act	14	14	14	14	14
Funds from grants utilized	\$1,395,486	\$1,297,768	\$1,350,165	\$1,456,584	\$1,470,526
Senior centers operated	5	5	6	6	6
<u>Output:</u>					
Total meals financed by Office on Aging Funds	54,435	60,943	61,804	62,000	61,000
Number of responses to requests for senior services	9,011	9,242	9,587	9,200	9,750
<u>Efficiency:</u>					
Average response time (in working days) to requests for information	1.4	1.9	2.0	2.0	2.5
Percent of congregate meals ordered served to participants	93.64%	93%	92%	94%	94%
<u>Service Quality:</u>					
Progress reports submitted to federal and state agencies	4	4	4	4	4
Results of participant surveys	Good	Good	Good	Good	Good
<u>Outcome:</u>					
Percent of frail elderly served by Office on Aging programs avoiding nursing home placement	91.76%	90.73%	90.69%	92%	61%

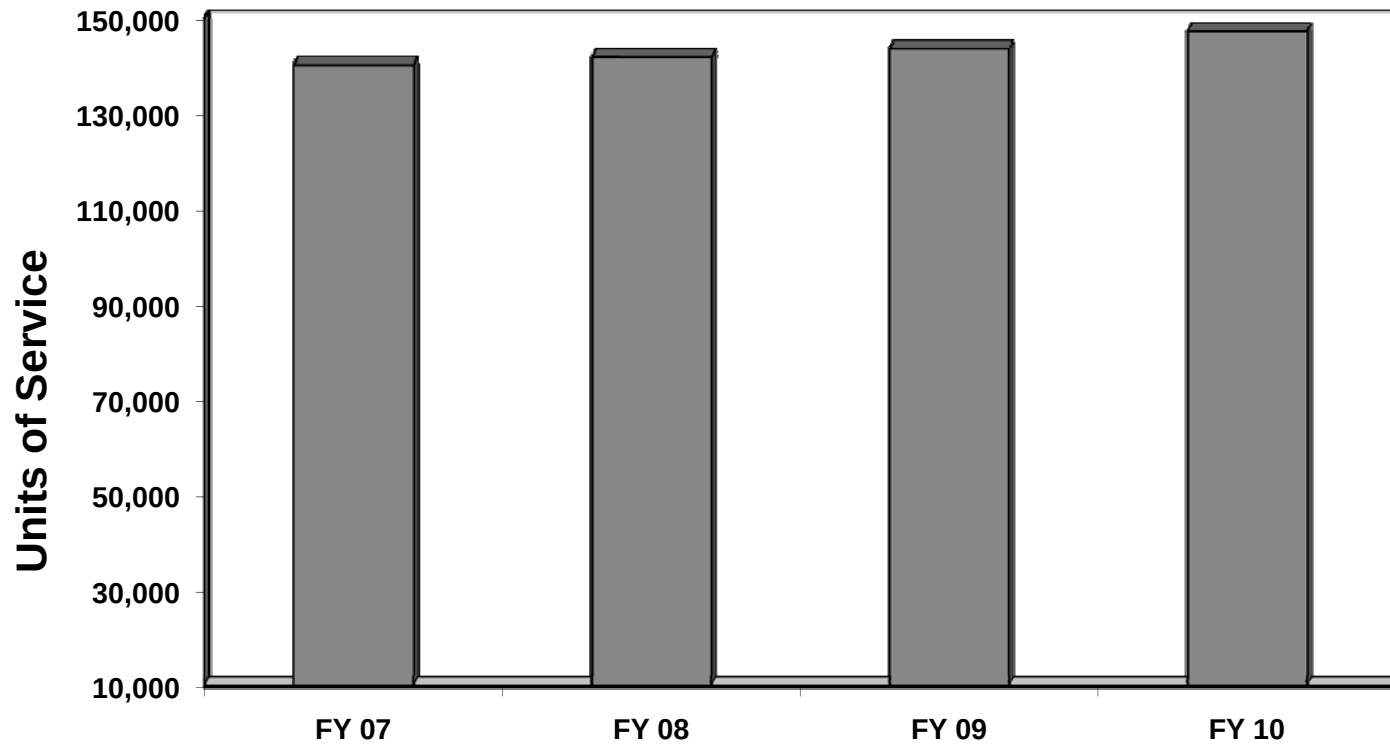
Explanation and Analysis of Performance Measures

The number of elderly is expected to double from 21,691 in 1990 to 43,751 by 2010. It is important for funding to increase incrementally to meet the needs of seniors, their families and their caregivers. Trained staff members assess the needs of clients seeking help and determine what assistance and referrals will best meet the needs of our senior citizens.

Major Related Plans and Policies

Area Aging Plan, Harford County Consolidated Plan, U.S. Census Data

**Community Services
Office on Aging
Units of Service to Harford County Seniors**



DEPARTMENT: COMMUNITY SERVICES**DIVISION: Harford Transit****INDEX: 097200****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.

FY '11 - '12 GOAL:

- 4 TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	726,718	698,662	754,800	795,343	795,343
20	CONTRACTUAL SERVICES	83,182	78,835	91,365	94,042	94,042
30	SUPPLIES & MATERIALS	13,411	7,288	8,250	7,250	7,250
40	BUSINESS & TRAVEL	255,021	227,771	215,175	255,275	255,275
50	CAPITAL OUTLAY	161	0	0	0	0
70	MISCELLANEOUS	931,974	1,064,002	1,334,115	1,289,723	1,289,723
80	INTER-GOVERNMENTAL / INTER-FUND	22,100	56,076	56,076	0	0
	GRAND TOTAL	2,032,567	2,132,634	2,459,781	2,441,633	2,441,633
	<u>FUNDING SOURCE:</u>					
11	GENERAL	2,032,567	2,132,634	2,459,781	2,441,633	2,441,633

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Harford Transit****INDEX: 097200****FINANCIAL NOTES:**

The (\$18,148) net decrease in funding for Community Services - Harford Transit is the result of:

	FY 11	FY 12	CHANGE
o		25,167	25,167 Additional funds provided for a 27th pay which will occur in FY 12
o	418,450	407,670	(10,780) Full Time Salaries (10,780) Staff Turnover (2.58%)
o	140,421	134,420	(6,001) Temporary Salaries - decrease based on actual expense history
o	40,212	70,472	30,260 Pension/Retirement rate adjustments
o	73,381	83,565	10,184 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	30,000	25,000	(5,000) Overtime - based on actual expense history
o	45,048	41,790	(3,258) FICA rate adjustments
o	14,665	16,342	1,677 Other Professional Services - funding provides for Route Match software service contract, uniform repairs/emblems and miscellaneous expenses. Route Match software contract increases in FY 12.
o	6,900	8,500	1,600 Operating Equipment - funding for bus wash contract and other service contracts based on actual expense history

DEPARTMENT: COMMUNITY SERVICES**DIVISION: Harford Transit****INDEX: 097200****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	2,700	3,500	800	Office Equipment increase is due to upgrade of copier
o	191,100	228,800	37,700	Line items significantly adjusted, based on actual expense history and state of the economy:
		FY 11	FY 12	Change
		22,900	22,000	(900) Electricity
		1,000	500	(500) Communication Service
		4,000	3,700	(300) General Office Supplies
		1,600	1,000	(600) Printing - Commercial
		500	400	(100) Medical Supplies
		50,000	100,000	50,000 County Owned Vehicles
		110,000	100,000	(10,000) Fuel Charges
		800	1,050	250 Membership Dues
		300	150	(150) Mileage
		<u>191,100</u>	<u>228,800</u>	<u>37,700</u>
o	1,334,115	1,289,723	(44,392)	County Match / Transfers Out:
		FY 11	FY 12	Change
		333,580	356,401	22,821 SSTAP
		687,575	687,575	0 Section 5307
		65,000	65,000	0 MTA Capital Grants
		4,510	4,510	0 Americans with Disabilities
		45,430	69,671	24,241 Job/Access/Reverse Commute - based on new 2 year grant proposal
		136,290	83,724	(52,566) New Freedom - new 2 year grant proposal
		22,842	22,842	0 Employment Express
		38,888	0	(38,888) BRAC match requirement met in FY 11
		<u>1,334,115</u>	<u>1,289,723</u>	<u>(44,392)</u>
o	56,076	0	(56,076)	Fleet Management Rentals - Funding reallocated to new Fleet Replacement/Addition capital project

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: HARFORD TRANSIT

Index No. 097200

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	49,334	0.00	0	0.00	0
Administrative Assistant II	0.00	0	1.00	48,110	0.00	0
Administrative Budget Technician I	1.00	44,404	1.00	44,404	1.00	39,900
Administrative Specialist I	0.00	0	0.00	0	1.00	42,326 A
Administrator	1.00	68,492	1.00	85,000	1.00	85,000
Clerk Dispatcher	1.00	34,734	1.00	34,734	0.00	0
Communications Specialist I	1.00	36,842	1.00	36,842	2.00	71,576 B
Communications Specialist II	1.00	43,825	1.00	43,825	1.00	43,825
Harford Transit Safety/Training Supervisor	1.00	47,400	0.00	0	0.00	0
Manager, Harford Transit	1.00	57,043	2.00	125,535	2.00	125,043
TOTAL FULL-TIME SALARIES	8.00	382,074	8.00	418,450	8.00	407,670
TEMPORARY SALARIES		172,845		140,421		134,420
SALARY TOTAL	8.00	554,919	8.00	558,871	8.00	542,090

DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES
DIVISION: HARFORD TRANSIT

Index No. 097200

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		45,896		40,212		70,472
Workers' Compensation		7,992		6,168		6,139
Health Benefits		69,320		73,381		83,565
Overtime		38,000		30,000		25,000
FICA		45,359		45,048		41,790
Miscellaneous		1,120		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		207,687		195,929		228,086
TOTAL 27TH PAY COST		0		0		25,167
FURLOUGH SAVINGS		(11,488)		0		0
TOTAL PERSONAL SERVICES	8.00	751,118	8.00	754,800	8.00	795,343

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Assistant II position filled as Administrative Specialist I - #1716
B - One (1) Clerk Dispatcher position reclassified to Communications Specialist I - #3076

COMMUNITY SERVICES - HARFORD TRANSIT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide dependable and effective transportation to the County's transit-dependent population by connecting population centers.

Department Objective

To continue to operate a fixed bus system serving population centers in Havre de Grace, Aberdeen, Bel Air, Edgewood, Joppa, and points in between. Provide demand response service to the elderly and to citizens with disabilities.

County Goal(s) Supported

VI. Infrastructure

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Number of fixed routes	10	10	9	9	9
Number of buses	32	36	39	38	38
<u>Output:</u>					
Number of fixed route trips	17,632	17,528	16,616	16,616	16,616
Number of demand response trips	3,368	14,608	12,697	15,361	15,863
<u>Efficiency:</u>					
Percent of Maryland Transit Administration fare box recovery requirement met	13%	12%	13%	13%	13%
<u>Service Quality:</u>					
Percent of riders elderly or disabled	32%	25%	24%	26%	26%
<u>Outcome:</u>					
Total number of passengers transported	305,913	289,592	273,712	260,236	265,671
Number of elderly and disabled passengers transported	97,094	72,345	65,813	67,125	68,720

Explanation and Analysis of Performance Measures

Bus transportation within the County enables those without access to automobile transportation to reach places of employment, education, medical treatment and commerce. Increasing ridership on fixed routes requires dependable service at convenient times and locations. The Maryland Transit Administration sets guidelines as to what percentage of the agency budget should be recovered via fare revenues; meeting these guidelines is a goal for Harford Transit.

Major Related Plans and Policies

Harford County Transportation Plan, Area Aging Plan

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
<u>DIRECTOR OF COMMUNITY SERVICES</u> Mediation	67,762	12,500	6/30/2012 State Recurring	This grant is to support the operation of a mediation center. It funds one full-time position. The FY 12 award requires a match of \$13,800. The agency will be required to transfer the difference of \$1,300 from within other areas of their operating budget. If grant were to end, the program would no longer exist.	None
<u>OFFICE OF DRUG CONTROL POLICY</u> Juvenile Drug Court	50,000	0	6/30/2012 State Recurring	This grant assists with the salaries of a life skills specialist, two addiction counselors and drug testing for juvenile offenders. If grant were to end, clients would be reduced to half.	None
CSAFE Violence Prevention Initiative	192,514	0	6/30/2012 State Recurring	This is a recurring grant which provides funds to enhance public safety in the Edgewood area by using community policing, after school programs, drug treatment, community mobilization and nuisance abatement. If grant ends, one addiction counselor at the Health Department would be needed to continue the program.	None
Alcohol and Drug Prevention Services	115,243	0	6/30/2012 State Recurring	This is a recurring grant which provides funding for the community based alcohol, tobacco and other drug prevention efforts developed by and implemented by the Office of Drug Control Policy (ODCP). Grant funds two Prevention Associate positions. If grant ends, there is not adequate funding to continue prevention efforts.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
DUI - Subsequent Offenders Court	85,500	22,000	9/30/2012 Federal Recurring	DUI Court addresses 2nd and 3rd time offenders. If grant ends, program would no longer exist	None
Drug Treatment Court Commission Grants	265,769	0	6/30/2012 State Recurring	This grant provides drug treatment through DUI Court, Juvenile Drug Court, Adult Drug Court, Family Drug Court and Mental Health Court. If this grant were to end there would be less services for clients available.	None
Education / Enforcement Compliance Campaign (Underage Drinking)	40,000	0	6/30/2012 State Recurring	Education and enforcement of underage drinking laws.	None
<u>COMMUNITY DEVELOPMENT</u> Emergency Shelter Grant	54,750	25,000	9/30/2012 Federal Recurring	This grant provides for maintenance and operating costs for emergency shelters, homeless prevention activities, and direct client services to eligible individuals and families. If grant were to end, the program would cease.	None
Home Investment Partnership (HOME)	595,118	124,135	Funding remains until all dollars are expended Federal Recurring	This grant is to develop and improve housing for eligible renters, homebuyers, and existing homeowners. Grant funds one employee in Community Services and \$45,000 of Administrative funds which are contributed to the Housing Agency for staffing costs. It provides first-time buyer program, owner-occupied and senior rehabilitation. If grant were to end, there would be no funds in the operating budget to continue this program, but projects in progress would continue to completion.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Community Development Block Grant (CDBG)	948,101	0	Funding remains until all dollars are expended Federal Recurring	This is a federal grant which benefits low and moderate income households, eliminates slums and blight, and meets urgent community development needs. Grant funds two full-time and one part-time positions. If grant were to end, projects in progress would continue to completion.	None
Emergency & Transitional Housing Services (ETHS) / Homeless Prevention Program (HPP)	54,266	0	6/30/2012 State Recurring	To assist homeless persons/families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters. ETHS share is \$31,666 and HPP share is \$22,600 and distributed thru Department of Social Services. If grant were to end, program would no longer exist.	None
Emergency Food Assistance Program (TEFAP)	20,000	0	9/30/2012 State Recurring	This is a recurring grant to supply items to food pantries. Grant currently funds one part-time position. If grant were to end, program would no longer exist.	None
Homeless Women's Crisis Shelter Home	66,944	0	6/30/2012 State Recurring	This grant pays for the salary of a case manager employed by SARC.	None
Service - Linked Housing	33,484	0	6/30/2012 State Recurring	This grant pays for the salary of a case manager employed by Inner County Outreach. If grant were to end, services would not be offered.	None
Supportive Housing Grant	483,831	0	Varies Federal Recurring	The Supportive Housing grants are a "pass through" grant for temporary and permanent housing expenses including leasing, operating costs, and supportive services. Most provide an administrative portion for Harford County. The grants are distributed to Harford Family House, Alliance and Anna's House.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
R.S.V.P. Retired and Senior Volunteer Program	140,913	15,570	9/30/2012 Federal Recurring	Grant provides meaningful volunteer opportunities for persons 55 years of age or older, addressing priority community needs in the areas of health, environment, public safety, education, hunger, homelessness and other human needs. It provides funding for two part-time positions. If grant ended, some volunteer work would continue but support would be reduced.	None
Community Partnership Agreement	377,994	0	6/30/2012 State Recurring	To establish a comprehensive, integrated children and family interagency service delivery system that is community-based, family focused and culturally competent. If grant were to end the programs would not be funded.	
Rideshare	88,066	0	6/30/2012 Federal / State Recurring	Grant provides the funding of the Ridesharing / Commuter Assistance programs in the Baltimore / Washington area. The grant funds one full-time position. If grant were to end, the program would no longer exist.	None
<u>OFFICE ON AGING</u> IIIB Human Services / Ombudsman	376,891	210,577	9/30/2012 Federal Recurring	This is a recurring grant which provides a variety of services to people over 60 years of age, including care management, ombudsman, guardianship, program development, operation of senior centers, information and assistance, legal services, and in-home health services, etc. This grant partially funds 13 grant employees. If grant were to end, other sources of funding would be needed.	None
Senior Health Insurance Program (SHIP)	36,223	14,543	3/31/2012 Federal Recurring	This is a recurring grant which provides health insurance counseling, assists people with organizing medical bills, advocates with medical providers and provides information and referrals. This grant partially funds one employee. If grant were to end, there is not adequate funding to continue program. Services would be reduced.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Senior Medicare Patrol (SMP) (formerly CAMM)	13,439	5,861	6/30/2012 State Recurring	This grant provides partial funding for one position to educate the public regarding "Curbing Abuse in Medicare and Medicaid (CAMM)". If grant were to end, we would attempt to continue the program through volunteers.	None
IIIA Area Agency Administration	76,937	21,146	9/30/2012 Federal Recurring	This is a recurring grant which funds the administrative costs of the Older American Act programs. This grant partially funds two positions. If grant were to end, the current operating budget does not contain enough to fund these services.	None
Senior Information and Assistance	15,120	0	6/30/2012 State Recurring	This is a recurring grant which provides for one-on-one information and counseling to Harford County senior citizens, their families and caregivers to help them remain independent in the community for as long as possible. This grant funds three part-time positions. If grant were to end, services would be reduced.	None
Senior Care Program	323,066	0	6/30/2012 State Recurring	This is a recurring grant which provides support for the in-home services for lower income and disabled elderly, preventing self-neglect and medical neglect. This grant partially funds three part-time positions. If grant were to end, in-home services would not be provided.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Senior Emergency Fund	20,000	0	Money rolls over from year to year	This grant provides for emergency needs for seniors not covered by other services. Typical expenditures include funding for medications, temporary assistance with utility bills, housing costs, and durable medical equipment. Fundraising projects and donations finance this program.	None
Senior Classes	5,000	5,000	Recurring	Grant provides optional educational and recreational elective classes for seniors. Fees are paid to contractual instructors based on the number of people registering for individual classes. All costs are paid by participants.	None
Group Senior Assisted Housing (SLAGHS)	7,800	0	6/30/2012 State Recurring	This grant helps to prevent self-neglect for clients who are frail, but not judged to be disabled enough for nursing home care. Grant will assist disabled individuals, age 62 and over, to pay for assisted living. Grant funds one position. If grant were to end, the program would cease due to lack of funding.	None
Medicaid Waiver Admin/Case Management	179,536	0	6/30/2012 Federal & State Recurring	This grant provides very low income, disabled senior adults a choice between assisted living care, in-home care or, finally, nursing home care to enable them to remain in the community much longer before institutionalization. Local in-kind contribution of \$74,978 allows us to obtain more Federal funding. If grant ended, seniors would be advised by Office on Aging staff about other options available to them.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Vulnerable Elderly Program Initiative	14,867	0	6/30/2012 State Recurring	This grant provides services through the SHIP program for one-to-one counseling for Medicare and Medigap health insurance concerns. SHIP helps seniors understand their Medicare coverage, how HMO's and other managed care systems work, plus provides information on and referral to Pharmacy Assistance and Medical Assistance programs when applicable. Advocates for seniors with health insurance related concerns, and provides presentations to senior and senior advocacy groups.	None
State Ombudsman	34,382	0	6/30/2012 State Recurring	This is a recurring grant which works in conjunction with the Older Americans Act grant to help fund the Ombudsman program to investigate complaints and resolve concerns on behalf of frail elderly living in skilled nursing facilities and assisted living homes.	None
IIIC2 Home Delivered Meals	94,963	0	9/30/2012 Federal Recurring	This grant provides Meals on Wheels to homebound seniors who would otherwise be unable to afford them. This prevents malnutrition among the frail elderly who are unable to shop and cook for themselves. If grant were to end, the program would cease due to lack of funding.	None
State Nutrition	54,727	0	6/30/2012 State Recurring	This grant is used to enhance the IIIC2 Home Delivered Meal Program.	None
IIID-Health Education and Screening, Physical Fitness, Medical Management	14,573	0	9/30/2012 Federal Recurring	The purpose of this grant is to prevent disease and promote health. Citizens are given access to health risk assessments, routine health screening, physical fitness programs, health and nutrition counseling and medication management education. If grant were to end, the program would cease due to lack of funding.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
IIIE Caregivers Support	87,263	22,603	9/30/2012 Federal Recurring	The purpose of this grant is to provide supportive services to family caregivers of the elderly through the Office on Aging. Services for caregivers provided by this grant include information, assistance, respite care services, such as chores and personal care, and information for elderly grandparents raising their grandchildren. If grant were to end, service to caregivers would be greatly reduced and existing staff would have to assume extra duties.	None
IIIC 1 Congregate Nutrition	188,457	0	9/30/2012 Federal Recurring	This is a recurring grant intended to bring senior adults together in a social setting and to provide them with nutritious meals. The County provides in-kind building space. If the grant were to end, the program would end, due to lack of funding.	None
Cultural Arts Programming	4,000	2,000	6/30/2012 Cultural Arts Board Recurring	To provide cultural programming at senior centers. The County provides in-kind staff time and facility usage. If grant were to end, a reduction of programming at senior centers would occur.	None
Money Follows the Person (MFP)	26,363	0	6/30/2012 Federal & State Recurring	The MFP initiative is a federal effort targeted at moving qualified seniors who are placed in nursing homes into less restrictive environments. Seniors who are able to be adequately managed in home environments with additional support are identified and case managed through the transition between skilled nursing facilities and community placement. This grant funds two part-time positions. If the grant were to end, the program would end, due to lack of funding.	None

**GRANTS
COMMUNITY SERVICES**

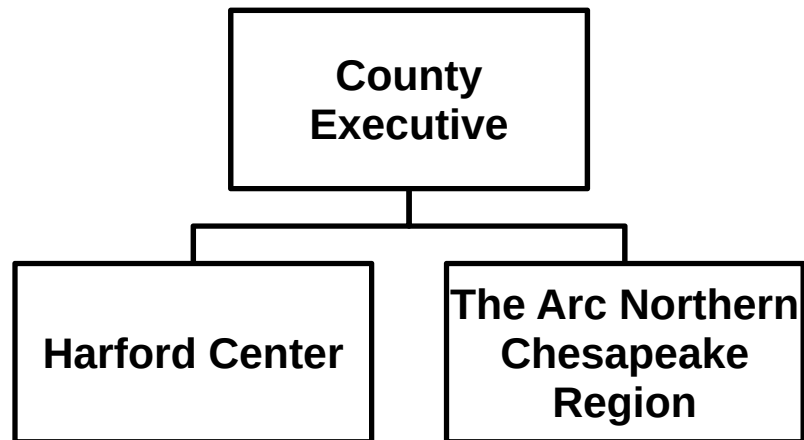
TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Affordable Care Act	9,423	0	9/30/2012 Federal Recurring	Provide outreach to Medicare beneficiaries with limited incomes; general Medicare Part D outreach and enrollment; and outreach activities aimed at preventing diseases and promoting wellness. If grant were to end, the operating budget would require an additional \$9,423 to maintain current level of service.	None
Senior Medicare Patrol (SMP) Expansion	7,500	0	9/30/2012 Federal Recurring	This grant promotes awareness of Medicare and Medicaid healthcare fraud, waste and abuse. If grant were to end, the operating budget would require an additional \$7,500 to maintain current level of service.	None
<u>HARFORD TRANSIT</u> SSTAP	526,773	356,402	6/30/2012 State Recurring	This is a recurring grant which provides transportation services to elderly persons and/or persons with disabilities in Harford County. This grant partially funds 14 existing grant and temporary employees. If grant were to end, services would be drastically reduced or eliminated.	None
Americans with Disabilities Act Grant (ADA)	45,102	4,510	6/30/2012 State Recurring	The County is mandated to provide ADA comparable service for all of our fixed routes. This service benefits our disabled citizens who rely on the specialized service to get to work, medical appointments and shopping. This grant continues to fund five grant employees.	None
Section 5307	1,737,052	687,574	6/30/2012 Federal & State Recurring	This is a recurring grant which provides operating assistance for both rural and urban area public transportation for Harford County. The grant partially funds continuing employment of grant employees. If grant were to end, services to the citizens would be drastically reduced or eliminated.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
MTA Capital	260,000	65,000	6/30/2012 Federal & State Recurring	This is a recurring grant which provides capital funds to purchase vehicles, cover costs of preventative maintenance on vehicles, and other equipment. Low-cost transportation is provided on 10 public fixed routes with complimentary ADA para-transit service. Demand/response services provided for people over age 60 and persons with disabilities of all ages. If grant were to end, there is not enough current funding to cover this grant. Local funds would be required to purchase or replace vehicles.	None
Job Access/Reverse Commute	139,342	69,671	6/30/2013 Federal and State Recurring	This is a two year grant which provides transportation to employment, health care, and educational facilities, primarily for persons with disabilities but also serves low income wage earners and senior citizens. If grant were to end, service would be discontinued.	None
New Freedom Project	167,447	83,724	6/30/2013 Federal Recurring	This two year grant is to provide door-to-door transportation services to elderly persons and / or persons with disabilities and low income in Harford County between the hours of 4 pm and 9 pm. If grant were to end, service would be discontinued.	None
Employment Express	91,369	22,842	6/30/2012 State Recurring	This grant will provide new and innovative services for the disabled community for employment and recreational purposes which would improve their quality of life. If grant were to end, service would be discontinued.	None
TOTALS	8,237,870	1,770,658			

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HANDICAPPED CARE CENTERS



HANDICAPPED CARE CENTERS

ORIGIN/PURPOSE:

Handicapped Care Centers is a group of budgetary funds supporting mentally/physically handicapped 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 handicapped 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730
	GRAND TOTAL	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730
	GRAND TOTAL	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730
	<u>SUMMARY BY DIVISION:</u>					
141000	HARFORD CENTER	582,143	553,036	553,036	553,036	553,036
142000	ARC NORTHERN CHESAPEAKE REGION	1,837,573	1,745,694	1,745,694	1,745,694	1,745,694
	GRAND TOTAL	2,419,716	2,298,730	2,298,730	2,298,730	2,298,730

FINANCIAL NOTES:

There is no change in funding for the Handicapped Care Centers.

	FY 11	FY 12	CHANGE	
o	103,965	103,965	0	Grants & Contributions:
			FY 11	FY 12
			64,670	64,670
			39,295	39,295
			103,965	103,965
				CHANGE
				0
				0
				0
				Paid to the State of Md Dept. of Health & Mental Hygiene, per State law set in 1984
o	2,194,765	2,194,765	0	Payments to Other Gov't Agencies - Harford County's funding to support the services of Handicapped Care Centers:
			FY 11	FY 12
			488,366	488,366
			1,706,399	1,706,399
			2,194,765	2,194,765
				CHANGE
				0
				0
				0

DEPARTMENT: HANDICAPPED CARE CENTERS**DIVISION: 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: mentally retarded, 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 '11 - '12 GOAL:

- 1 PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	582,143	553,036	553,036	553,036	553,036
	GRAND TOTAL	582,143	553,036	553,036	553,036	553,036
	<u>FUNDING SOURCE:</u>					
11	GENERAL	582,143	553,036	553,036	553,036	553,036

FINANCIAL NOTES:

There is no change in funding for the Handicapped Care Centers - The Harford Center:

	FY 11	FY 12	CHANGE
o	64,670	64,670	0 Grants & Contributions Paid to the State of Maryland Department of Health & Mental Hygiene, per State law set in 1984.
o	488,366	488,366	0 Payment to Other Gov't Agencies - Harford County's funding to support services of the Harford Center

THE HARFORD CENTER OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To prepare each client to independently perform daily living skills and ready them for a vocational placement.

Department Objective

To increase the percentage of clients able to independently perform daily living skills.

County Goal(s) Supported

VI. Quality of Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	532,143	582,143	582,143	582,143	582,143
Number of staff	22	26	26	28	32
<u>Output:</u>					
# of comprehensive programs offered to clients	78	90	100	104	105
<u>Efficiency:</u>					
Cost of program per client per year	\$6,822	\$6,468	\$6,468	\$5,598	\$5,544
<u>Service Quality:</u>					
Percent of clients reacting positively to programs	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Percent of clients able to independently perform daily living skills after participating in multiple programs	72%	82%	85%	87%	87%

Explanation and Analysis of Performance Measures

The Harford Center provides a day habilitation program to individuals with multi-faceted disabilities while allowing their primary caregivers to remain in the workforce. This provides a safe and stimulating environment for daily enrichment, and will design an individualized plan for each person to maximize that participant's ability.

DEPARTMENT: HANDICAPPED CARE CENTERS
DIVISION: The ARC Northern Chesapeake Region
INDEX: 142000

ORIGIN/PURPOSE:

The ARC Northern Chesapeake Region creates opportunities for people with mental retardation 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 mental retardation 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. The ARC also provides individual and systems advocacy plus information and referral services.

FY '11 - '12 GOAL:

- 1 TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	1,837,573	1,745,694	1,745,694	1,745,694	1,745,694
	GRAND TOTAL	1,837,573	1,745,694	1,745,694	1,745,694	1,745,694
	<u>FUNDING SOURCE:</u>					
11	GENERAL	1,837,573	1,745,694	1,745,694	1,745,694	1,745,694

FINANCIAL NOTES:

There is no change in funding for the Handicapped Care Centers - The ARC Northern Chesapeake Region:

	FY 11	FY 12	CHANGE
o	39,295	39,295	0 Grants & Contributions - Paid to the State of Maryland Department of Health & Mental Hygiene, per State Law set in 1984
o	1,706,399	1,706,399	0 Payment to Other Gov't Agencies - Harford County's funding to support services of the ARC - including support rehabilitation of homes

THE ARC NORTHERN CHESAPEAKE REGION OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To minimize staff turnover and to increase retention in order to maintain a qualified workforce.

Department Objective

To maintain a turnover rate in Vocational Services of less than 40% and to maintain a turnover rate in Residential Services of less than 45%.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$1,762,573	\$1,837,573	\$1,745,694	\$1,745,694	\$1,745,694
<u>Output:</u>					
# of staff who have left the ARC within the past 12 months	76	88	115	55	55
# of new hires within the past 12 months	90	41	105	60	60
<u>Efficiency:</u>					
Average cost of training a new hire	\$1,336	\$1,336	\$1,336	\$1,336	\$1,336
Average time spent on paperwork per termination	5 hours	5 hours	5 hours	5 hours	5 hours
Average time spent on paperwork per new hire	8 hours	8 hours	8 hours	8 hours	8 hours
<u>Service Quality:</u>					
Employees report a score of job satisfaction on a 4 pt. scale	3.46 out of 4	*	3.83 out of 5*	*	3.75 out of 5
Percent of employees hired who remain 1 year or longer	54%	42%	61%	54%	72%
<u>Outcome:</u>					
Average turnover rate in the past twelve months for Vocational Services	43%	32%	39%	30%	30%
Average turnover rate in the past twelve months for Residential Services	45%	46%	53%	35%	35%

Explanation and Analysis of Performance Measures

High staff turnover, recruitment, and retention is the number one issue facing service providers. This turnover rate has a strong impact on the quality of services that we provide. Stability of staff is critical to the growth and quality of life of the people who receive services from the ARC.

* Survey conducted biannually (FY 10, FY 12)

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

ORIGIN/PURPOSE

The Office of Governmental and Community Relations was formed by Harford County Code, Chapter 9, Article XXV, Section 198, Executive Order #91-2 to provide the residents of the County with a responsive, effective means of accessing the services provided by their local government. This office responds to citizen inquiries and complaints and coordinates responses to citizen issues with either County, State and Federal agencies. This office also assists County non-profit agencies in the promotion of their efforts, coordinates the regional Community Councils, directs the Public Information Office, produces the County employee newsletter, produces informational video segments and programs and distributes press releases on issues of immediate or relevant concern or interest to the employees and the public at-large. In its dual role as Office of Public Information, this office is responsible for developing and maintaining relationships with local and regional media. Additionally, the office serves as liaison to Federal and State Agencies, the County Council, and the General Assembly on all legislative issues affecting the residents and government of Harford County.

Per Executive Order 10-05 the Office of Governmental and Community Relations was abolished, therefore all funding was transferred to the new index #015000 - Constituent Services under the County Executive's Office - Chief of Staff.

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	491,001	435,218	0	0	0
20	CONTRACTUAL SERVICES	43,874	27,589	0	0	0
30	SUPPLIES & MATERIALS	7,840	8,785	0	0	0
40	BUSINESS & TRAVEL	6,487	4,129	0	0	0
80	INTER-GOVERNMENTAL / INTER-FUND	123	1,470	0	0	0
	GRAND TOTAL	549,325	477,191	0	0	0

SUMMARY BY FUND:

11	GENERAL	549,325	477,191	0	0	0
	GRAND TOTAL	549,325	477,191	0	0	0

SUMMARY BY DIVISION:

151000	OFFICE OF GOV'T & COMMUNITY RELATIONS	549,325	477,191	0	0	
	GRAND TOTAL	549,325	477,191	0	0	0

FINANCIAL NOTES:

Per Executive Order 10-05 the Office of Governmental and Community Relations was abolished, therefore all funding was transferred to the new index #015000 - Constituent Services under the County Executive's Office - Chief of Staff

DEPARTMENT STAFF SUMMARY

DEPARTMENT: OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

Index No. 151000

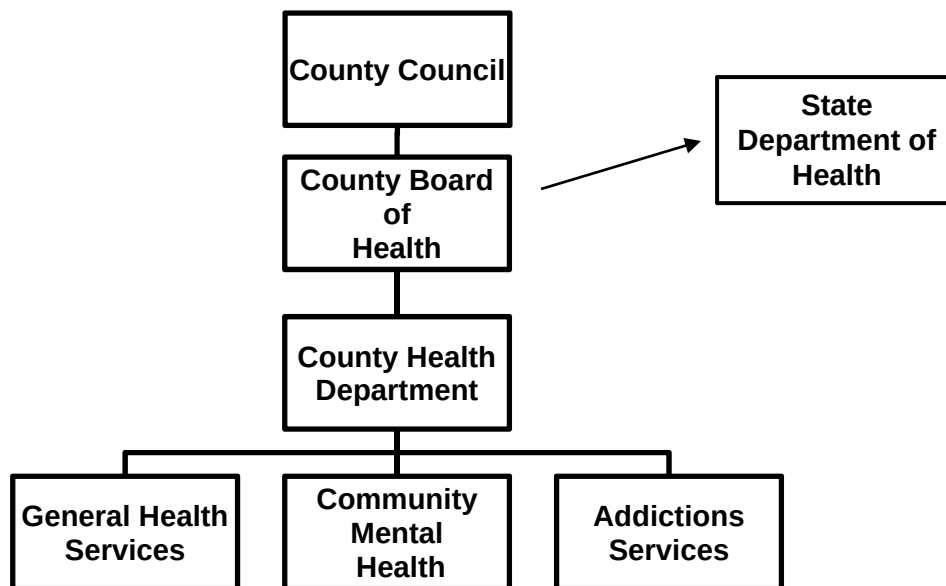
POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	47,400	0.00	0	0.00	0
Administrative Specialist I	1.00	64,446	0.00	0	0.00	0
Administrative Specialist II	1.00	67,857	0.00	0	0.00	0
Director of Gov't & Community Relations	1.00	110,933	0.00	0	0.00	0
Management Assistant II	1.00	75,317	0.00	0	0.00	0
SALARY TOTAL	5.00	365,953	0.00	0	0.00	0
OTHER PERSONAL SERVICES						
Pension & Retirement		27,959		0		0
Workers' Compensation		4,592		0		0
Health Benefits		72,186		0		0
FICA		27,739		0		0
Miscellaneous		700		0		0
TOTAL OTHER PERSONAL SERVICES		133,176		0		0
FURLOUGH SAVINGS		(7,576)		0		0
TOTAL PERSONAL SERVICES	5.00	491,553	0.00	0	0.00	0

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

Per Executive Order 10-05 the Office of Governmental and Community Relations was abolished, therefore all funding was transferred to the new index #015000 - Constituent Services under the County Executive's Office - Chief of Staff

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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.

The Health Department operates under Article 25A, Section 5 (Y) of the Annotated Code of Maryland. Additionally, Chapter 9, Article II, Section 116, of the Harford County Code designates the County Council as the local Board of Health.

MISSION STATEMENT:

TO MAKE HARFORD COUNTY THE HEALTHIEST COUNTY IN THE STATE OF MARYLAND

FY '11 - '12 KEY GOALS:

- 1 ESTABLISH AND MAINTAIN A COORDINATED SYSTEM OF CONTINUOUS HEALTH ASSESSMENT, POLICY DEVELOPMENT AND ASSURANCE FOR THE DELIVERY OF PUBLIC HEALTH SERVICES TO THE CITIZENS
- 2 STRIVE FOR AN OPTIMUM LEVEL OF PROTECTION AGAINST PREVENTABLE DISEASE, PREMATURE LOSS OF LIFE AND ENVIRONMENTAL POLLUTION
- 3 PREVENT AND CONTROL EPIDEMICS

HEALTH

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	69,373	27,221	26,311	27,323	27,323
20	CONTRACTUAL SERVICES	39,735	0	0	0	0
70	MISCELLANEOUS	3,930,142	4,052,574	4,002,007	4,002,007	4,002,007
	GRAND TOTAL	4,039,250	4,079,795	4,028,318	4,029,330	4,029,330
<u>SUMMARY BY FUND:</u>						
11	GENERAL	4,039,250	4,079,795	4,028,318	4,029,330	4,029,330
	GRAND TOTAL	4,039,250	4,079,795	4,028,318	4,029,330	4,029,330
<u>SUMMARY BY DIVISION:</u>						
161000	HEALTH DEPARTMENT	3,353,426	3,427,407	3,375,898	3,376,910	3,376,910
162000	COMMUNITY MENTAL HEALTH	125,824	119,533	119,533	119,533	119,533
165000	ADDICTION SERVICES	560,000	532,855	532,887	532,887	532,887
	GRAND TOTAL	4,039,250	4,079,795	4,028,318	4,029,330	4,029,330

FINANCIAL NOTES:

The \$1,012 net increase in funding for Health Department is the result of:

	FY 11	FY 12	CHANGE
o	24,441	24,441	0 Temporary Salaries - stipend for Health Officer
o		1,012	1,012 Additional funds provided for a 27th pay which will occur in FY 12
o	652,420	652,420	0 Grant & Contributions - County's share of mental health funding which supports the Teen Diversion Program and provides funding for Mental Health Service Coordinator
o	3,349,587	3,349,587	0 Payments to Other Gov't Agencies - County's share of State employee's salary and \$ 150,000 is provided for infants and toddlers special needs

DEPARTMENT: HEALTH
DIVISION: General Health Services
INDEX: 161000

ORIGIN/PURPOSE:

The General Health Services division is responsible for a wide spectrum of public preventative and regulatory health services. Using State, local and available grant funding sources, the division provides for integrated clinic and home visiting services to those who otherwise would not be able to secure necessary health services. Beginning in the 2001 Fiscal Year, additional funding from the Cigarette Restitution settlement became available for cancer and tobacco programs. In FY 2002, Federal funding for bioterrorism preparedness became available to the local Health Department. Due to tight fiscal conditions at both the local and state levels, Cigarette Restitution funding realized significant reductions in FY 2004, and again in FY 2005. Modest budget reductions were also realized in other programs in FY 2005. A full complement of environmental health services is provided through our Resource and Consumer Protection activities. These include: well and septic inspections and permits, plan reviews, on-site sanitary inspections, food facility inspections, complaint response, and related solid waste and air quality regulatory functions.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	69,373	27,221	26,311	27,323	27,323
20	CONTRACTUAL SERVICES	39,735	0	0	0	0
70	MISCELLANEOUS	3,244,318	3,400,186	3,349,587	3,349,587	3,349,587
	GRAND TOTAL	3,353,426	3,427,407	3,375,898	3,376,910	3,376,910
	<u>FUNDING SOURCE:</u>					
11	GENERAL	3,353,426	3,427,407	3,375,898	3,376,910	3,376,910

FINANCIAL NOTES

The \$1,012 net increase in funding for Health - General Health Services is the result of:

	FY 11	FY 12	CHANGE
o	24,441	24,441	0 Temporary - stipend for County Health Officer
o		1,012	1,012 Additional funds provided for a 27th pay which will occur in FY 12
o	3,349,587	3,349,587	0 Payments to Other Gov't Agencies - County's share of State employee's salary and \$ 150,000 is provided for infants and toddlers special needs

DIVISION STAFF SUMMARY

DEPARTMENT: HEALTH DEPARTMENT
DIVISION: GENERAL HEALTH SERVICES

Index No. 161000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>24,441</u>		<u>24,441</u>		<u>24,441</u>
SALARY TOTAL		<u><u>24,441</u></u>		<u><u>24,441</u></u>		<u><u>24,441</u></u>
OTHER PERSONAL SERVICES						
FICA		<u>1,870</u>		<u>1,870</u>		<u>1,870</u>
TOTAL OTHER PERSONAL SERVICES		<u>1,870</u>		<u>1,870</u>		<u>1,870</u>
TOTAL 27 TH PAY COST		<u>0</u>		<u>0</u>		<u>1,012</u>
TOTAL PERSONAL SERVICES		<u><u>26,311</u></u> *		<u><u>26,311</u></u>		<u><u>27,323</u></u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: HEALTH

DIVISION: Community Mental Health

INDEX: 162000

ORIGIN/PURPOSE:

The Community Mental Health Program was privatized under a new State-wide "fee for service" system.

A local Core Services Agency has been created to address Community Mental Health needs and "broker" funding for services.

The County Health Department continues to operate a Teen Diversion Program with Federal, State, and local funds for disturbed youth who would otherwise require costly residential care. Also, a Mental Health Services Coordinator position is partially funded with County support.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	125,824	119,533	119,533	119,533	119,533
	GRAND TOTAL	125,824	119,533	119,533	119,533	119,533
	<u>FUNDING SOURCE:</u>					
11	GENERAL	125,824	119,533	119,533	119,533	119,533

FINANCIAL NOTES:

There is no change in funding for the Health Department - Community Mental Health:

	FY 11	FY 12	CHANGE
o	119,533	119,533	0 Grants and Contributions - County share of mental health funding which supports the Teen Diversion Program and provides funding for Mental Health Service Coordinator

DEPARTMENT: HEALTH
DIVISION: Addictions Services
INDEX: 165000

ORIGIN/PURPOSE:

The Addictions Services Division represents the County's contribution toward Alcoholism and Drug Abuse services within the County. More funding for these services are provided through a State grant with additional funding being made available as a result of the Tobacco Settlement.

This division's Alcoholism Service Program provides alcohol education, treatment, referral, evaluation, in-court assessment, and group and individual therapy for those identified as having an alcohol problem or assessed as problem drinkers. Two clinics, located in Bel Air and Havre de Grace, treat persons with alcohol-related problems.

The Drug Abuse Program provides comprehensive outpatient treatment for drug abusing individuals and their families. Services provided include group, individual, and family therapy for adolescents and adults; drug identification; drug education; AIDS counseling; methadone maintenance; and urinalysis. Group treatment sessions are currently available for specific populations, such as children of chemically-dependent parents, and a women offender's group. As other common groups are identified, group programs are developed. The Drug Court Program, located in Edgewood, provides Addictions Services to court-referred adults. The Relapse Avoidance Program (RAP) provides a variety of counseling services to drug related offenders, most of whom are multiple offenders who have been incarcerated. This program is located in Bel Air.

In the summer of 2001, the Drug Abuse Program and its constituent services moved to 139 Churchville Road to provide more room for expanding services. Additional group meeting space was also secured in Suite 110 at 11-15 South Main Street. Funding provided through a State S.T.O.P. Grant and County matching funds have made these expanded services possible. Expanded services in 2002 are now being offered for Juvenile Drug Court clients in cooperation with the Department of Juvenile Justice and the court system. Intensive outpatient services were initiated in the fall of 2002 and a DUI subsequent Offender Court Program in late 2004.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	560,000	532,855	532,887	532,887	532,887
	GRAND TOTAL	560,000	532,855	532,887	532,887	532,887
	<u>FUNDING SOURCE:</u>					
11	GENERAL	560,000	532,855	532,887	532,887	532,887

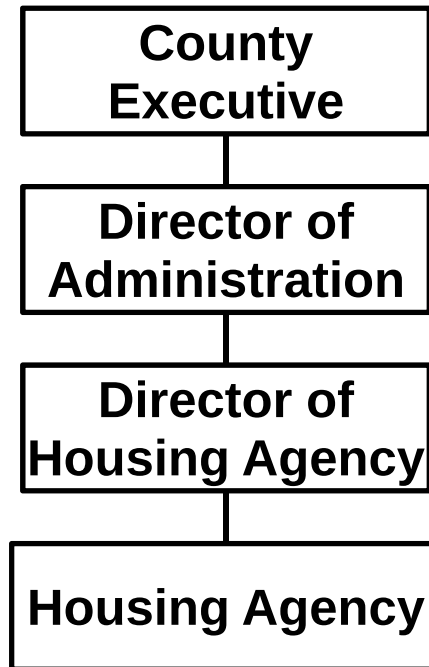
FINANCIAL NOTES:

There is no change in funding for the Health Department - Addiction Services:

	FY 11	FY 12	CHANGE
o	532,887	532,887	0 Grants & Contributions - provides for inpatient and outpatient services, drug court, lab testing, centralized assessor and school based counselor

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HOUSING AGENCY



HOUSING

ORIGIN/PURPOSE:

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. In FY 08 a new account was established under Housing called "House Keys 4 Employees." This program was designed to assist qualifying Harford County employees purchasing a home for the first time with a monetary contribution towards either the down payment or closing costs.

MISSION STATEMENT:

THE HOUSING AGENCY EMBRACES A HIGH STANDARD OF ETHICS, MANAGEMENT, AND ACCOUNTABILITY AND STRIVES TO PROVIDE OPPORTUNITIES FOR ALL COUNTY RESIDENTS TO OBTAIN AND MAINTAIN SAFE, DECENT, AND SANITARY HOUSING FREE FROM DISCRIMINATION

FY '11 - '12 KEY GOAL:

- 1 TO EXPAND HOMEOWNERSHIP AND ECONOMIC OPPORTUNITY. TO PROVIDE SAFE AND SANITARY HOUSING FOR LOWER INCOME AND ELDERLY PEOPLE, AND FOR PEOPLE WITH SPECIAL NEEDS.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	509,243	494,814	464,910	509,143	409,427
20	CONTRACTUAL SERVICES	16,420	12,318	16,320	14,000	14,000
30	SUPPLIES & MATERIALS	17,315	16,037	18,700	16,000	16,000
40	BUSINESS & TRAVEL	3,621	3,878	3,975	4,050	4,050
50	EQUIPMENT	749	0	0	0	0
70	MISCELLANEOUS	105,764	13,500	55,500	55,500	55,500
80	INTERGOVERNMENTAL	6,139	11,856	11,856	0	0
	GRAND TOTAL	659,251	552,403	571,261	598,693	498,977
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	659,251	552,403	571,261	598,693	498,977
	GRAND TOTAL	659,251	552,403	571,261	598,693	498,977
	<u>SUMMARY BY DIVISION:</u>					
171000	HOUSING SERVICES	574,251	552,403	571,261	598,693	498,977
172000	HOUSE KEYS 4 EMPLOYEES	85,000	0	0	0	0
	GRAND TOTAL	659,251	552,403	571,261	598,693	498,977
	SUMMARY OF GRANT BUDGETS					5,500

HOUSING

FINANCIAL NOTES:

The (\$72,284) net decrease in funding for Housing Services is the result of:

	FY 11	FY 12	CHANGE
o	328,955	337,929	8,974 Full Time Salaries 8,974 Staff Turnover (2.73%)
o		(99,716)	(99,716) Transfer one (1) Housing Services Counselor to Community Services under Community Development, per County Council Amendment # 10. # of Positions (1.00) Salary (70,306) Fringes (29,410) Total (99,716)
o	0	0	0 One (1) Housing Services Counselor position abolished, position was unfunded in FY 11
o		15,681	15,681 Additional funds provided for a 27th pay which will occur in FY 12
o	80,650	83,178	2,528 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	26,974	43,931	16,957 Retirement / Pension rate adjustments
o	2,186	1,592	(594) Workers' Compensation rate adjustments
o	25,165	25,852	687 FICA adjustment
o	4,500	3,500	(1,000) Telephone Service - decrease due to County-wide Share Plan
o	28,220	24,300	(3,920) Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change
	6,820	5,500	(1,320) Office Equipment
	5,000	6,500	1,500 General Office Supplies
	3,200	500	(2,700) Printing-Commercial
	10,500	9,000	(1,500) General Office Mailing
	0	1,100	1,100 County Owned Vehicles
	2,300	1,500	(800) Fuel Charges
	200	100	(100) Non Targeted Charges - FVS
	200	100	(100) Mileage
	<u>28,220</u>	<u>24,300</u>	<u>(3,920)</u>
o	50,000	50,000	0 Grants & Contributions - MacArthur grant with the State of Maryland
o	11,856	0	(11,856) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DEPARTMENT: HOUSING

DIVISION: Housing Services

INDEX: 171000

ORIGIN/PURPOSE:

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.

FY '11 - '12 KEY GOAL:

- 1 TO EXPAND HOMEOWNERSHIP AND ECONOMIC OPPORTUNITY. PROVIDE SAFE AND SANITARY HOUSING FOR LOWER INCOME, ELDERLY AND SPECIAL NEEDS POPULATION

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	509,243	494,814	464,910	509,143	409,427
20	CONTRACTUAL SERVICES	16,420	12,318	16,320	14,000	14,000
30	SUPPLIES & MATERIALS	17,315	16,037	18,700	16,000	16,000
40	BUSINESS & TRAVEL	3,621	3,878	3,975	4,050	4,050
50	EQUIPMENT	749	0	0	0	0
70	MISCELLANEOUS	20,764	13,500	55,500	55,500	55,500
80	INTERGOVERNMENTAL	6,139	11,856	11,856	0	0
	GRAND TOTAL	574,251	552,403	571,261	598,693	498,977
<u>FUNDING SOURCE:</u>						
11	GENERAL	574,251	552,403	571,261	598,693	498,977
	GRAND TOTAL	574,251	552,403	571,261	598,693	498,977

DEPARTMENT: HOUSING**DIVISION: Housing Services****INDEX: 171000****FINANCIAL NOTES:**

The (\$72,284) net decrease in funding for Housing Services is the result of:

	FY 11	FY 12	CHANGE	
o	328,955	337,929	8,974	Full Time Salaries
			8,974	Staff Turnover
				<u>2.73%</u>
o		(99,716)	(99,716)	Transfer one (1) Housing Services Counselor to Community Services under Community Development, per County Council Amendment # 10:
				# of Positions
				(1.00)
				Salary
				(70,306)
				Fringes
				(29,410)
				Total
				(99,716)
o	0	0	0	One (1) Housing Services Counselor position abolished, position was unfunded in FY 11
o		15,681	15,681	Additional funds provided for a 27th pay which will occur in FY 12
o	80,650	83,178	2,528	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	26,974	43,931	16,957	Retirement / Pension rate adjustments
o	2,186	1,592	(594)	Workers' Compensation rate adjustments
o	25,165	25,852	687	FICA adjustment
o	4,500	3,500	(1,000)	Telephone Service - decrease due to County-wide Share Plan
o	55,500	55,500	0	Grants & Contributions - MacArthur grant with the State of Maryland
o	11,856	0	(11,856)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DEPARTMENT: HOUSING

DIVISION: Housing Services

INDEX: 171000

	FY 11	FY 12	CHANGE	
o	28,220	24,300	(3,920)	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	6,820	5,500	(1,320)	Office Equipment
	5,000	6,500	1,500	General Office Supplies
	3,200	500	(2,700)	Printing-Commercial
	10,500	9,000	(1,500)	General Office Mailing
	0	1,100	1,100	County Owned Vehicles
	2,300	1,500	(800)	Fuel Charges
	200	100	(100)	Non Targeted Charges - FVS
	200	100	(100)	Mileage
	<u>28,220</u>	<u>24,300</u>	<u>(3,920)</u>	

DEPARTMENT STAFF SUMMARY

DEPARTMENT: HOUSING AGENCY

Index No. 171000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	0.00	0	1.00	39,900	1.00	39,900
Accounting Clerk II	1.00	35,663	0.00	0	0.00	0
Administrative Assistant II	1.00	46,727	1.00	46,727	1.00	46,727
Housing Inspector	1.00	43,031	1.00	43,031	1.00	43,031
Housing Services Coordinator	1.00	70,306	1.00	70,306	1.00	0 B
Housing Services Counselor	3.00	138,782	3.00	100,666	2.00	100,665 A
Secretary I	1.00	55,070	1.00	28,325	1.00	37,300
SALARY TOTAL	8.00	389,579	8.00	328,955	7.00	267,623
OTHER PERSONAL SERVICES						
Pension		37,477		26,974		34,791
Workers' Compensation		2,524		2,186		1,451
Health Benefits		124,752		80,650		68,567
FICA		29,803		25,165		20,474
Miscellaneous		1,120		980		840
TOTAL OTHER PERSONAL SERVICES		195,676		135,955		126,123
TOTAL 27TH PAY COST		0		0		15,681
FURLOUGH SAVINGS		(8,065.00)		0		0
TOTAL PERSONAL SERVICES	8.00	577,190 *	8.00	464,910	7.00	409,427

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Housing Services Counselor position abolished, position was unfunded in FY 11 - #3397

B - One (1) Housing Services Coordinator position transferred to Community Services due to Council Amendment # 10 - #1956

HOUSING AGENCY OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To offer affordable housing and supportive services for low income families, seniors, and those with disabilities so they can become self sufficient and productive residents of the community.

Department Objective

To prevent foreclosures.

To prevent homelessness.

To provide housing opportunity for the elderly.

To provide housing opportunity for the disabled.

County Goal(s) Supported

III. Efficient County Government

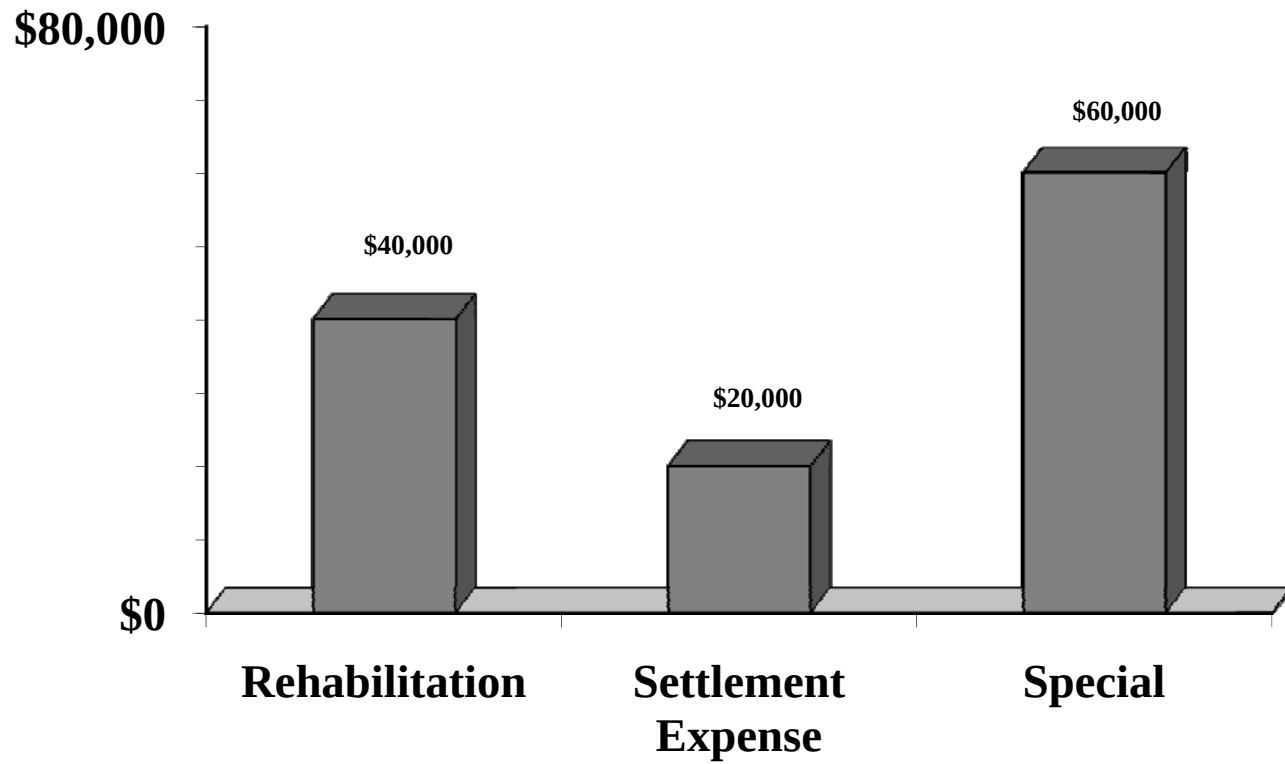
VI. Quality Living

Measure	Actual 2008	Actual 2009	Budget 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$9,290,411	\$8,971,551	\$9,000,000	\$10,000,000	\$9,000,000
Number of staff	23	23	23	23	18
<u>Output:</u>					
Number of training classes held	52	22	0	10	0
Number of publications and training materials distributed	3,000	2,800	3,500	2,000	0
Number of one-on-one counseling sessions	1,175	1,086	1,500	3,000	1,000
Number of partnership training sessions with private sector	15	12	0	0	0
Down Payment Assistance Fund monies distributed	\$385,000	\$60,000	\$0	\$10,000	\$0
Housing Assistance Payment monies distributed	\$7,790,714	\$7,659,356	\$9,000,000	\$8,000,000	\$8,000,000
Number of individuals requesting service	4,200	6,858	6,000	7,000	5,000
<u>Efficiency:</u>					
Cost per client	\$212	\$85	\$100	\$85	\$85
<u>Service Quality:</u>					
Percent of client requests responded to	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Number of families prepared for homeownership	333	123	40	25	10
Number of families with improved credit	266	195	100	100	50
Number of first time home buyers	77	12	10	10	5
Savings realized by helping aid recipients become homeowners	\$421,344	\$72,156	\$50,000	\$50,000	\$0

Explanation and Analysis of Performance Measures

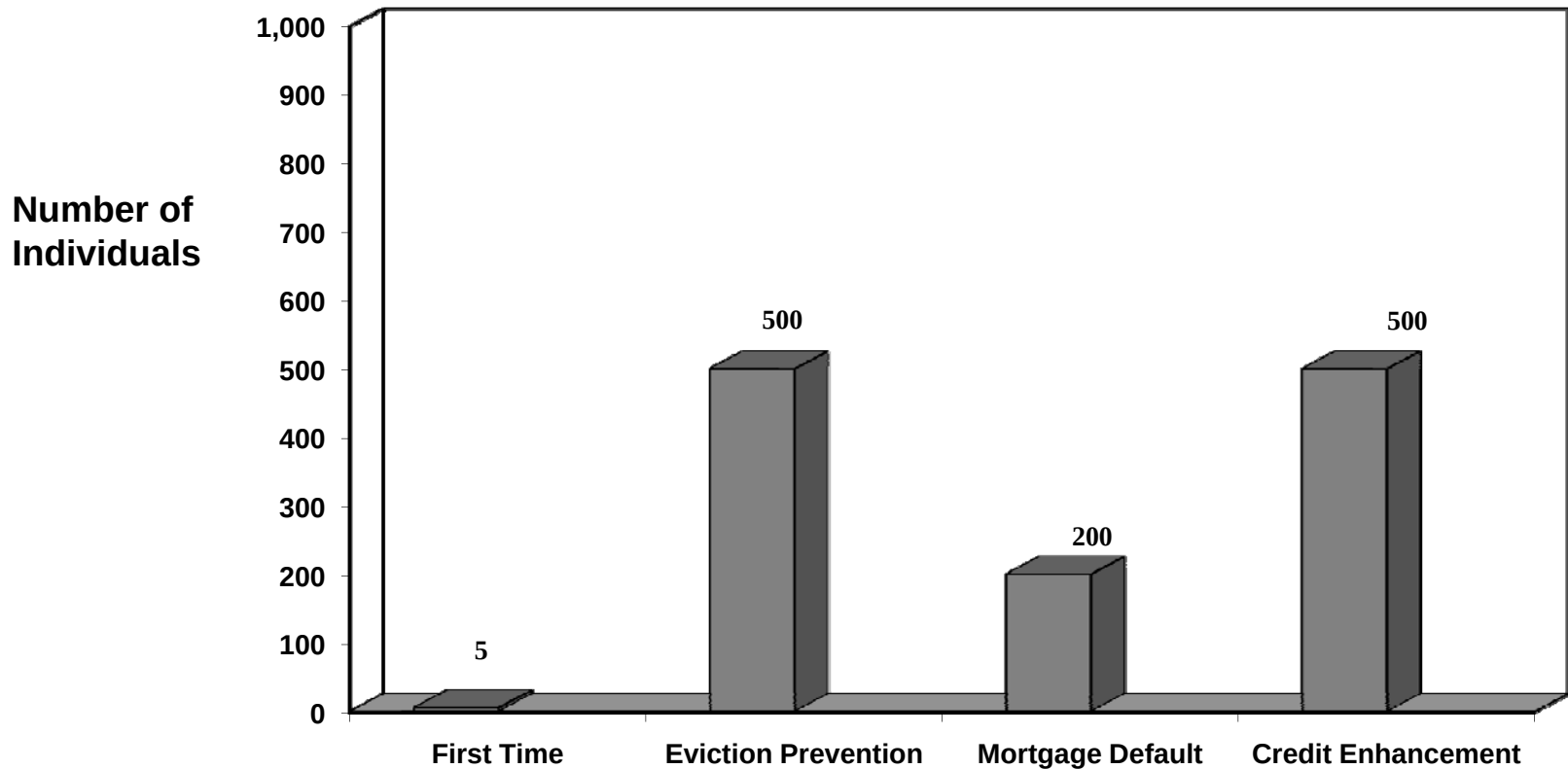
Due to federal budget reductions the waiting list for housing assistance has been closed and will probably remain closed through FY 12. Federal home rehabilitation funding, first time homebuyer funding, and counseling funding have been eliminated. HUD received a one billion dollar reduction in funding, which will impact all housing agencies.

HOUSING AGENCY LOAN PROGRAMS



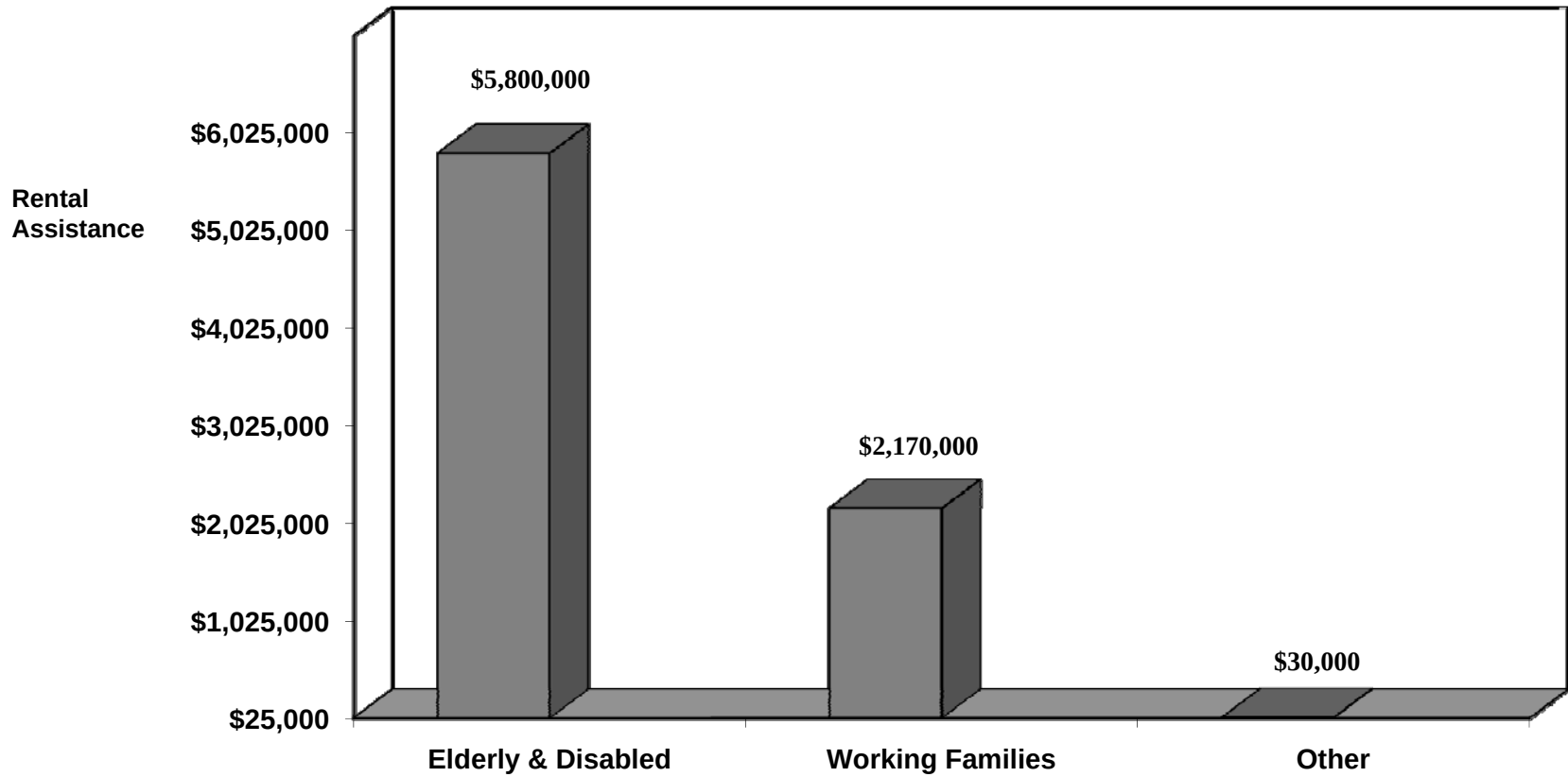
(FY 12 Estimated Figures)

HOUSING AGENCY HOUSING COUNSELING



(FY 12 Estimated Figures)

HOUSING AGENCY RENTAL ASSISTANCE



(FY 12 Estimated Figures)

DEPARTMENT: HOUSING

DIVISION: House Keys 4 Employees

INDEX: 172000

ORIGIN/PURPOSE:

House Keys 4 Employees is an employer partnership program which was designed to help Harford County Government workforce to become homeowners through a creative match program with the State of Maryland.

The program is designed to increase homeownership, employee recruitment, and employee retention by providing down payment and closing cost assistance to eligible employees.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	85,000	0	0	0	0
	GRAND TOTAL	85,000	0	0	0	0
	<u>FUNDING SOURCE:</u>					
11	GENERAL	85,000	0	0	0	0
	GRAND TOTAL	85,000	0	0	0	0

FINANCIAL NOTES:

No funding recommended for FY 12 based on state of the economy.

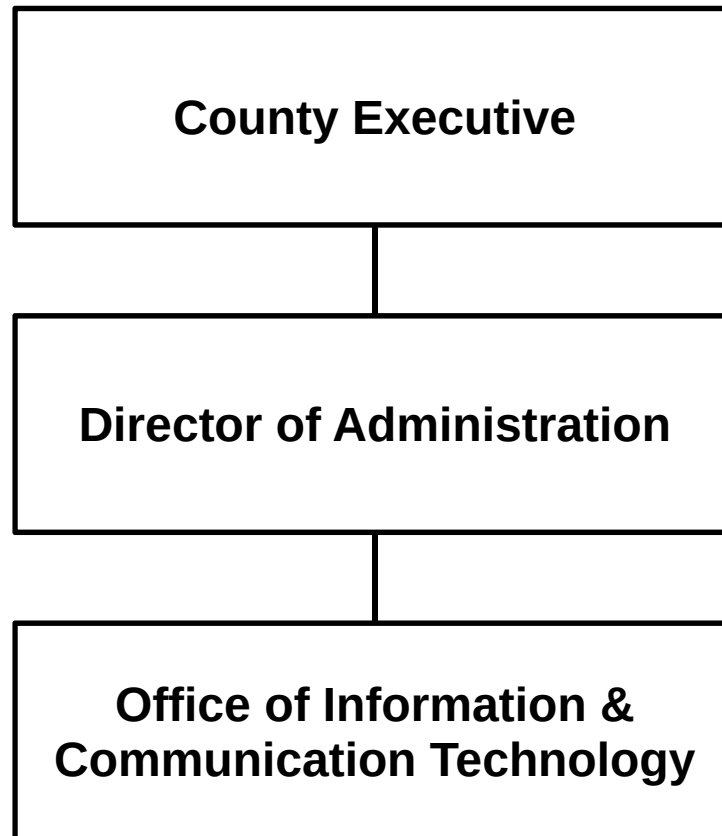
**GRANTS
HOUSING**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Housing Choice Voucher	6,375,000	0	Continuous funding through Federal contract HUD Recurring Exp 3/31/2012	This is a recurring grant which provides for subsidized rental housing to eligible families. If grant were to end, there would not be adequate funding in the operating budget to continue this program.	None
FSS Coordinator	50,000	0	Federal Contract HUD Recurring Exp 3/31/2012	This grant provides funding for a full-time Self-Sufficiency Coordinator and a full-time Home Ownership Coordinator. Assists moving citizens from Section 8 programs to self sufficiency and homeownership. Sufficient funding does not exist in the operating budget to continue this program if grant were to end.	None
Housing Opportunities for People with AIDS (HOPWA)	204,085	0	Federal money HUD Recurring Exp 6/30/2012	This is a grant which is renewed yearly, providing funds for subsidized housing to individuals/families with specific disabilities. If grant were to end, the programs would cease due to lack of funding.	None
Rental Assistance Program (RAP)	40,000	0	State Recurring Exp 6/30/2012	This is a grant which is renewed each year, providing funds for temporary (12 months) rental subsidy to eligible families with critical housing needs. Families assisted must demonstrate ability to become self-sufficient within the 12 month period. If grant were to end, the program would be terminated due to lack of funding.	None

**GRANTS
HOUSING**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Housing Counselor HUD	42,299	5,500	Federal Recurring Exp 06/30/2012	This grant provides pre-occupancy counseling programs; homebuyer education; post-purchase, mortgage default and rent delinquency counseling, property maintenance and personal money management. Grant provides funds for supplies and training, no wages. If grant were to end, the program would be terminated due to lack of funding.	None
Homeless Prevention and Rapid Re-Housing HPRP	0	0	Federal One Time Exp 09/30/2012	This grant provides financial assistance to families at risk of homelessness or already experiencing homelessness. If grant were to end, the program would be terminated due to lack of funding.	None
Mainstream Vouchers MS5	511,308	0	Federal Recurring Exp 06/30/2012	This grant provides rental assistance to non elderly income eligible families with disabilities. Funding does not exist in the operating budget to continue this program if grant were to end.	None
TOTALS	7,222,692	5,500			

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, who reports directly to the County Executive.

The Office of Information and Communication Technology is responsible for the coordination, control and the overseeing of 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, efficient manner.

FY '11 - '12 GOAL & OBJECTIVE:

- o Establish a consultative partnership between IT and County operating departments
- o Design a formal and enforceable Governance Model
- o Streamline and standardize process that are manageable and measureable
- o Migrate existing legacy applications to a more stable and scalable platform
- o Enhance data availability and sharing

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	0	2,400,067	2,400,067
20	CONTRACTUAL SERVICES	0	0	0	1,321,650	1,321,650
30	SUPPLIES & MATERIALS	0	0	0	155,400	155,400
40	BUSINESS & TRAVEL	0	0	0	50,600	50,600
	GRAND TOTAL	0	0	0	3,927,717	3,927,717
<u>SUMMARY BY FUND:</u>						
11	GENERAL	0	0	0	3,927,717	3,927,717
	GRAND TOTAL	0	0	0	3,927,717	3,927,717
<u>SUMMARY BY DIVISION:</u>						
181000	INFORMATION & COMM TECHNOLOGY	0	0	0	3,927,717	3,927,717
	GRAND TOTAL	0	0	0	3,927,717	3,927,717

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL NOTES:

The \$3,927,717 net increase in funding for Information and Communication Technology is the result of:

	FY 11	FY 12	CHANGE	
o		2,318,621	2,318,621	Positions transferred from Administration - Office of Information and Communication Technology #028100:

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o		3,500	3,500	Data Processing Software Leased - for BIM and UPS zip code
o		70,000	70,000	Computer Software - Sharepoint Licenses
o		325,000	325,000	Data Processing Hardware Maintenance funded based on actual expenses:
				95,000 Xerox Copier Contract
				5,000 CISCO and Spare equipment
				7,600 Fluke
				25,000 HP Server Support
				5,000 HP MFP Carepak
				35,550 Miscellaneous DP Hardware Maintenance
				7,000 Quantam Tape Library
				42,000 Cisco Smartnet Renewal
				7,000 Decision One Tape Drives
				350 OWA Carepak
				50,000 Nortel (Bel Air Campus Phones)
				20,000 PSR IBM Maintenance Coverage
				25,500 PSR Disaster Recovery Subscription Fee
o		54,000	54,000	Internet Line Service - QWEST Internet Service
o		1,600	1,600	Office Equipment Service - provide for PEAK Pressure Sealer @ \$1,350 and Shredder Maintenance @ \$250
o		464,000	464,000	Data Processing Software Maintenance funded based on actual expenses:
				20,000 Project Mgt Software
				2,000 IP Switch
				11,000 Locate Primary Server
				60,000 Me VisioPro & IronPort
				15,000 Frontrange Heat
				4,000 Blackberry T Support
				500 Dameware Utilities
				11,500 Acronis Imaging Software
				1,000 Verisign SSL Licenses OWA
				1,000 Verisign SSL Licenses IW
				150 .GOV domain renewal
				13,000 Mainframe software - Rocket
				500 Mainframe software - Mackinney
				6,000 Mainframe software - Snyccscort
				13,400 Computer Assoc DPIC / Espore
				8,000 Allen Systems ZACK/ZEKE
				6,100 Phoenix
				1,300 Lytrod
				50,200 PSR System Support and Programming Services
				5,240 Barnard
				114,000 IBM
				4,000 Deep Freeze
				24,410 Laserfiche
				55,000 Metrostar
				15,000 Google Postini
				7,200 Desktop Authority
				13,000 Planning & Zoning SQL Server Upgrade
				1,500 EIQ

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o		237,950	237,950	The following line operating costs were transferred from the division of Information and Communication Technology:
				101,400 Telephone Service
				550 Fax Service
				3,800 General Office Supplies
				100 Printing-Commercial
				550 Delivery Charges
				450 General Office Mailing
				5,500 Computer Hardware Components
				75,000 Computer Supplies
				2,000 County Owned Vehicles
				1,000 Fuel Charges
				3,500 Mileage
				500 Parking and Tolls
				2,000 Transportation Costs
				1,000 Meals
				2,500 Lodging
				800 Professional Books & Periodicals
				1,300 Membership Fees & Dues
				36,000 Training Seminars, Courses & Meetings
				<u>237,950</u>

STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: INFORMATION AND COMMUNICATION TECHNOLOGY

Index No. 181000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	0.00	0	0.00	0	1.00	46,494
Business Applications Manager	0.00	0	0.00	0	1.00	81,000
Computer Operator	0.00	0	0.00	0	1.00	37,142
Computer System Engineer I	0.00	0	0.00	0	1.00	40,966
Computer System Engineer II	0.00	0	0.00	0	4.00	192,028
Computer System Engineer III	0.00	0	0.00	0	2.00	118,674
Director of ICT	0.00	0	0.00	0	1.00	105,700
Programmer Analyst I	0.00	0	0.00	0	6.00	409,574
Programmer Analyst II	0.00	0	0.00	0	3.00	275,837
Senior Computer Operator	0.00	0	0.00	0	1.00	56,354
Telecommunications Engineer II	0.00	0	0.00	0	2.00	99,316
Telecommunications Specialist I	0.00	0	0.00	0	1.00	65,788
Web Administrator	0.00	0	0.00	0	1.00	78,543
Web Designer	0.00	0	0.00	0	1.00	57,430
SALARY TOTAL	0.00	0	0.00	0	26.00	1,664,846
OTHER PERSONAL SERVICES						
Pension & Retirement		0		0		216,430
Workers' Compensation		0		0		14,337
Health Benefits		0		0		292,008
FICA		0		0		127,651
Overtime and Shift Differential		0		0		3,800
Miscellaneous		0		0		3,640
TOTAL OTHER PERSONAL SERVICES		0		0		657,866
TOTAL 27TH PAY COST		0		0		77,355
TOTAL PERSONAL SERVICES	0.00	0	0.00	0	26.00	2,400,067

All positions transferred from Administration - Information and Communication Technology #028100.

INFORMATION AND COMMUNICATION TECHNOLOGY OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Establish a partnership between the IT and County operating departments along with a streamline and standardized process.

Department Objective

To work with County agencies to improve business practices using innovative technology solutions.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	N/A*	N/A*	N/A*	\$3,839,526	\$3,839,526
Number of staff	N/A*	N/A*	N/A*	26	26
<u>Output:</u>					
Hourse of projects completed	N/A*	N/A*	N/A*	23,000	23,000
<u>Efficiency</u>					
Hours of projects per staff member	N/A*	N/A*	N/A*	1,000	1,000
<u>Service Quality:</u>					
Customer Service Rating within HEAT**	N/A*	N/A*	N/A*	Excellent	Excellent
<u>Outcome:</u>					
Percent of availability of services from ICT	N/A*	N/A*	N/A*	99.90%	99.90%

Explanation and Analysis of Performance Measures

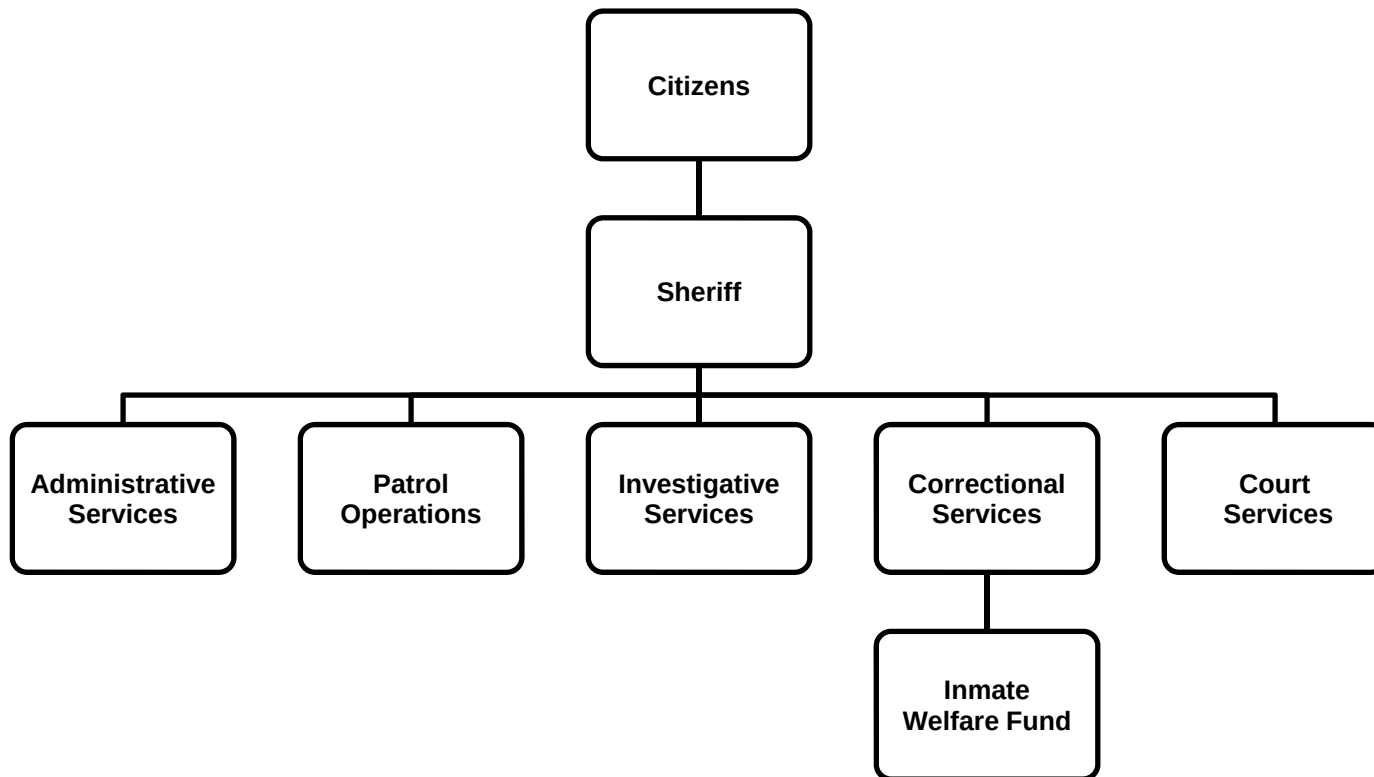
Information and Communication Technology (ICT) is a service driven department and we have implemented a new governance system (Innotas) to help measure our projects and productivity levels.

*N/A - These are new measures being tracked by ICT, therefore data for previous years is unavailable.

** - This has not been implemented yet, waiting on the completion of the upgrade

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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 '11 - '12 GOALS AND OBJECTIVES:

- 1 TO ENSURE THAT AGENCY STAFFING IS ADEQUATE TO MEET CURRENT AND FUTURE SERVICE DEMANDS AND MANDATES IN A TIMELY AND EFFICIENT MANNER
 - o To provide for timely service of court ordered processes by ensuring a service rate of no less than 90%
- 2 TO ENHANCE THE SAFETY OF FAMILIES THROUGH THE MONITORING OF CONVICTED SEX OFFENDERS
 - o To provide for routine monitoring of sex offender registrants through residential and employment verification at a minimum of twice per year per registrant

SHERIFF'S OFFICE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	50,812,923	52,859,016	51,239,809	55,883,904	55,882,304
20	CONTRACTUAL SERVICES	5,464,626	4,940,409	5,829,705	6,336,505	6,336,505
30	SUPPLIES & MATERIALS	1,894,862	1,813,678	2,203,497	2,313,635	2,313,635
40	BUSINESS & TRAVEL	1,790,764	1,647,626	1,972,341	2,036,097	2,036,097
50	CAPITAL OUTLAY	443,013	379,203	40,300	419,000	419,000
70	MISCELLANEOUS	369,483	375,365	372,583	381,455	383,055
80	INTERGOVERNMENTAL	235,428	585,807	979,428	0	0
	GRAND TOTAL	61,011,099	62,601,104	62,637,663	67,370,596	67,370,596
<u>SUMMARY BY FUND:</u>						
11	GENERAL	61,011,099	62,601,104	62,637,663	67,370,596	67,370,596
	GRAND TOTAL	61,011,099	62,601,104	62,637,663	67,370,596	67,370,596
<u>SUMMARY BY DIVISION:</u>						
211100	ADMINISTRATION & SUPPORT	6,746,194	7,249,143	6,931,909	7,688,386	7,688,386
211200	PATROL OPERATIONS	23,049,449	23,852,521	23,671,748	24,721,528	24,721,528
211300	INVESTIGATIVE SERVICES	6,804,019	7,106,390	6,885,990	7,921,077	7,921,077
212000	CORRECTIONAL SERVICES	19,160,538	19,147,234	19,585,090	20,959,456	20,959,456
212100	COMMISSARY ACCOUNT	271,222	236,268	515,555	730,094	730,094
213000	COURT SERVICES	4,979,677	5,009,548	5,047,371	5,350,055	5,350,055
	GRAND TOTAL	61,011,099	62,601,104	62,637,663	67,370,596	67,370,596
	SUMMARY OF GRANT BUDGETS					319,455

SHERIFF'S OFFICE

FINANCIAL NOTES:

The \$4,732,933 net increase in funding for the Sheriff's Office is the result of:

	FY 11	FY 12	CHANGE	
o	29,754,763	29,996,547	241,784	Full-time Salaries increase breakdown below:
			141,477	Salary adjustments for Time in Grade/Promotions
			169,320	Salary offsets - FY 11 offsets restored for 7 positions for 1/2 year @ \$168,086 and Sheriff's FY 11 legislative salary increase @ \$2,834 and (\$1,600) offset for Sheriff's FY 12 legislative salary increase
			(69,013)	Staff Turnover (0.23%)
			<u>241,784</u>	
o		169,301	169,301	# of Positions 0.0 The net result of full-time staff transfers between divisions within the Sheriff's Office as well as the Cooperative Reimbursement (BOSE) Grant.
o	1,162,279	1,293,027	130,748	Temporary Salaries - increase based on actual expense history
o	149,466	133,347	(16,119)	Part Time Salaries - for School Crossing Guards, decrease based on actual expense history
o	5,646,711	6,323,757	677,046	Health Benefits adjusted for a 15% cost increase as well as staff opting for changes in level of coverage
o	7,207,235	9,080,196	1,872,961	Pension / Retirement rate adjustments
o	867,132	670,589	(196,543)	Workers' Compensation rate adjustments
o	1,030,854	1,054,282	23,428	Shift Differential adjusted based on actual expense history
o	2,472,098	2,475,098	3,000	Overtime adjusted based on actual expense history
o	2,641,981	2,669,716	27,735	FICA - adjusted for salary changes
o		1,706,944	1,706,944	Additional funds provided for a 27th pay which will occur in FY 12

SHERIFF'S OFFICE

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	135,260	135,660	400	Other Professional Services based on actual expenses:

SHERIFF'S OFFICE

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	575,187	678,580	103,393	Telephone Service - increase mainly due to monthly cost of air cards for new E-Tix program
o	68,000	88,320	20,320	General Office Supplies - an additional \$10,000 is provided for special printer paper for the new E-Tix program, the remaining increase is based on actual expense history
o	1,132,394	1,174,724	42,330	Meals-Special Purpose - increase based on expected cost of Aramark contract for inmate meals
o	3,047,001	3,057,720	10,719	Line items significantly adjusted based on actual expense history:
	FY 11	FY 12	Change	
	135,814	137,043	1,229	Office Equipment
	115,200	121,800	6,600	Vehicle & Operating Equipment
	3,844	1,275	(2,569)	Other Rents & Utilities
	8,000	5,000	(3,000)	Personnel/Recruitment
	10,050	8,800	(1,250)	Co Facility Repair & Renovation
	20,330	15,784	(4,546)	Communication Service
	106,557	118,494	11,937	Security Systems
	47,749	36,901	(10,848)	Other (Service & Maintenance)
	13,324	11,324	(2,000)	Other (Contractual Services)
	32,420	26,420	(6,000)	Printing Commercial
	4,535	3,325	(1,210)	Delivery Charges
	270,764	252,764	(18,000)	Uniform - Purchase
	12,750	13,750	1,000	Equipment Repair Parts
	12,870	13,920	1,050	Audio Visual Supplies
	159,516	137,550	(21,966)	Safety Equipment
	133,827	124,486	(9,341)	Weapons & Ammunition
	83,601	93,507	9,906	Other Supplies & Materials
	902,120	871,920	(30,200)	Vehicle Maintenance Target & Non-Target
	924,271	1,011,548	87,277	Fuel Charges
	8,889	7,689	(1,200)	Parking & Tolls
	7,975	8,975	1,000	Lodging
	32,595	35,445	2,850	Training Seminars, Courses
	<u>3,047,001</u>	<u>3,057,720</u>	<u>10,719</u>	
o	2,834	1,600	(1,234)	Grants & Contributions - the Sheriff has agreed to remit his statutorily prescribed salary increase for miscellaneous grants @ \$1,600 for FY 12

SHERIFF'S OFFICE

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE		
o	775,670	1,009,503	233,833	Line items significantly adjusted due to the expansion of the detention facility and based on actual expenses:	
	FY 11	FY 12	Change		
	355,343	500,000	144,657	Electricity	
	145,895	193,425	47,530	Heating Fuel (Gas)	
	2,100	15,664	13,564	Paint - to paint lower level dorms after expansion	
	43,567	45,345	1,778	Paper Supplies	
	73,220	78,953	5,733	Janitorial Supplies & Equipment	
	155,545	176,116	20,571	Water & Sewer	
	<u>775,670</u>	<u>1,009,503</u>	<u>233,833</u>		
o	312,749	319,455	6,706	County Match / Transfers Out	
			FY 11	FY 12	Change
			267,974	260,391	(7,583)
			29,775	28,932	(843)
			15,000	15,000	0
			0	15,132	15,132
			<u>312,749</u>	<u>319,455</u>	<u>6,706</u>
					new for Detention Center in FY 12
o	979,428	0	(979,428)	Fleet Management Rentals - funding is reallocated to new Fleet Replacement/Additions capital project	
o	52,500	57,500	5,000	Confidential Expenses - increased funds for investigation funds to purchase narcotics, pay informants, and intel/homeland defense	
o	0	300,000	300,000	Equipment - one-time funds provided to purchase printers for police vehicles for the new E-Tix program	
o	160,554	313,117	152,563	Line items adjusted based on actual expenses for the Inmate Welfare Fund:	
	FY 11	FY 12	Change		
	4,500	16,860	12,360	Recreation Supplies	
	61,689	82,289	20,600	Other Supplies & Materials	
	0	21,194	21,194	Medical Supplies	
	0	16,000	16,000	Paint	
	6,000	4,000	(2,000)	Other Office Equipment	
	7,700	9,500	1,800	Work Stations	
	0	8,000	8,000	Food Heating Cart	
	0	71,500	71,500	Generator	
	26,000	26,000	0	Other Furniture & Fixtures	
	54,665	57,774	3,109	In-House Training	
	<u>160,554</u>	<u>313,117</u>	<u>152,563</u>		

DEPARTMENT STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Sheriff	Elected	1.00	104,042	1.00	106,970	1.00	108,570
Chief Deputy	L-09	1.00	129,293	1.00	129,293	1.00	129,293
Major	L-08	3.00	336,503	3.00	336,503	4.00	457,372
Captain	L-07	8.00	825,092	9.00	896,166	8.00	806,956
Lieutenant	L-06	13.00	1,164,968	13.00	1,173,454	14.00	1,240,888
Sergeant	L-05	34.00	2,795,295	34.00	2,727,278	33.00	2,660,448
Corporal	L-04	29.00	2,110,144	30.00	2,154,323	30.00	2,142,467
Deputy First Class	L-03	171.00	10,246,454	173.00	10,278,810	182.00	10,627,645
Deputy	L-02	24.00	1,232,235	21.00	964,729	19.00	938,500
Deputy, Recruit	L-01	4.00	171,892	7.00	300,811	0.00	0
Major	D-08	1.00	103,646	1.00	103,646	1.00	97,698
Captain	D-07	2.00	182,874	2.00	177,466	2.00	172,973
Lieutenant	D-06	8.00	621,837	8.00	590,719	8.00	597,500
Sergeant	D-05	13.00	864,967	13.00	861,057	13.00	861,057
Corporal	D-04	14.00	828,155	14.00	826,345	14.00	826,345
Officer First Class	D-03	82.00	4,146,343	73.00	3,644,375	76.00	3,739,637
Officer	D-02	1.00	50,918	20.00	804,120	19.00	763,914
Correctional Officer Recruit	D-01	13.00	509,158	2.00	78,332	0.00	0
Warden	A-15	1.00	113,027	1.00	113,027	1.00	113,027
Budget Manager	A-14	1.00	85,613	1.00	85,613	1.00	85,613
Computer Manager	A-14	1.00	85,613	1.00	67,600	1.00	67,600
Human Resources Manager	A-12	1.00	80,350	1.00	80,350	1.00	80,350
Computer Forensics Examiner	A-11	1.00	53,539	1.00	53,539	1.00	53,539
Classification Supervisor	A-10	1.00	65,978	1.00	65,978	1.00	65,978
Corrections Records Administrator	A-10	1.00	81,141	1.00	81,141	1.00	81,141
Information Technology Specialist	A-10	1.00	69,992	1.00	69,992	1.00	69,992
Law Enforcement Analyst Manager	A-10	1.00	62,192	1.00	62,192	1.00	62,192
Law Enforcement Records Administrator	A-10	1.00	83,595	1.00	83,595	1.00	83,595
Special Projects Coordinator	A-10	1.00	72,093	1.00	72,093	1.00	72,093
Human Resources Specialist	A-09	1.00	50,107	1.00	50,107	1.00	50,107
Public Information Specialist	A-09	1.00	50,107	1.00	50,107	1.00	50,107
Quartermaster Fleet Manager	A-09	1.00	63,482	1.00	63,482	1.00	63,482
Standards/Accreditation Manager	A-09	1.00	65,374	1.00	65,374	1.00	65,374

DEPARTMENT STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Applicant Investigator	A-08	2.00	108,430	2.00	108,430	2.00	108,430
Law Enforcement Analyst	A-08	3.00	142,397	4.00	192,733	4.00	192,733
Pre-Trial Services Coordinator	A-08	2.00	116,938	2.00	116,938	2.00	116,938
Sex Offender Verification Investigator	A-08	1.00	48,880	1.00	48,880	1.00	48,880
Classification Counselor	A-07	3.00	130,166	3.00	130,166	3.00	130,166
Computer Resources Technician	A-07	2.00	114,317	2.00	114,317	2.00	114,317
Financial Investigator	A-07	1.00	56,014	1.00	56,014	1.00	56,014
Grant Fiscal Technician	A-07	1.00	61,214	1.00	61,214	1.00	61,214
Property Manager	A-07	1.00	64,938	1.00	64,938	1.00	64,938
Commissary Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Corrections Quartermaster	A-06	1.00	54,517	1.00	54,517	1.00	54,517
Corrections Records Supervisor	A-06	1.00	60,466	1.00	60,466	1.00	60,466
Law Enforcement Records Supervisor	A-06	4.00	215,301	4.00	188,906	4.00	187,700
Program Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Maintenance Officer	A-05	2.00	98,508	2.00	98,508	2.00	98,508
Victims' Services Advocate	A-05	1.00	41,683	1.00	41,683	1.00	41,683
Accounting Clerk	A-04	1.00	57,075	1.00	57,075	1.00	57,075
Admin Support Technician	A-04	6.00	301,642	6.00	301,642	6.00	301,642
Corrections Records Technician II	A-04	3.00	120,328	4.00	154,419	4.00	156,499
Law Enforcement Records Technician II	A-04	21.00	873,183	18.00	734,572	21.00	831,792
Inmate Property Coordinator	A-03	1.00	45,552	1.00	45,552	1.00	45,552
Property Management Assistant	A-03	1.00	33,904	1.00	33,904	1.00	33,904
Quartermaster Fleet Assistant	A-03	1.00	40,477	1.00	40,477	1.00	40,477
Corrections Records Clerk	A-02	2.00	76,523	2.00	76,523	2.00	76,523
Corrections Records Technician I	A-02	1.00	30,181	0.00	0	0.00	0
Law Enforcement Records Technician I	A-02	5.00	147,409	7.00	205,149	4.00	117,228
FULL-TIME SALARIES		506.00	30,632,132	509.00	30,291,680	509.00	30,318,719
SALARY OFFSET			(526,074)		(536,917)		(450,692)
TOTAL FULL-TIME SALARIES		506.00	30,106,058	509.00	29,754,763	509.00	29,868,027

DEPARTMENT STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES							
Crossing Guard	A-01	5.10	139,208	5.10	149,466	4.55	133,347
TOTAL PART-TIME SALARIES		5.10	139,208	5.10	149,466	4.55	133,347
TEMPORARY SALARIES			1,137,564		1,162,279		1,293,027
SALARY TOTAL		511.10	31,382,830	514.10	31,066,508	513.55	31,294,401
OTHER PERSONAL SERVICES							
Pension & Retirement			8,671,233		7,207,235		9,370,233
Workers' Compensation			951,426		867,132		632,746
Health Benefits			5,623,610		5,646,711		6,379,836
Overtime & Shift Differential			3,217,871		3,502,952		3,529,380
FICA			2,600,137		2,641,981		2,659,904
Miscellaneous			194,319		307,290		308,860
TOTAL OTHER PERSONAL SERVICES			21,258,596		20,173,301		22,880,959
TOTAL 27TH PAY COST							1,706,944
TOTAL PERSONAL SERVICES		511.10	52,641,426	514.10	51,239,809	513.55	55,882,304

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: 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.

Responsibilities include development and continuous monitoring of the budget, records management, employee training, quartermaster, fleet management, electronic services, and property management.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	5,445,282	5,888,902	5,532,411	5,895,787	5,894,187
20	CONTRACTUAL SERVICES	831,222	796,583	1,026,034	1,108,174	1,108,174
30	SUPPLIES & MATERIALS	82,277	84,728	86,565	92,665	92,665
40	BUSINESS & TRAVEL	270,408	248,795	279,565	287,260	287,260
50	CAPITAL OUTLAY	113,553	223,992	0	300,000	300,000
70	MISCELLANEOUS	3,452	6,143	7,334	4,500	6,100
	GRAND TOTAL	<u>6,746,194</u>	<u>7,249,143</u>	<u>6,931,909</u>	<u>7,688,386</u>	<u>7,688,386</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>6,746,194</u>	<u>7,249,143</u>	<u>6,931,909</u>	<u>7,688,386</u>	<u>7,688,386</u>

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Administrative Services

INDEX: 211100

FINANCIAL NOTES:

The \$756,477 net increase in funding for Sheriff's Office - Administrative Services is the result of:

	FY 11	FY 12	CHANGE	
o	3,643,065	3,702,790	59,725	Full-time Salaries
			37,004	Salary Adjustments - Time in Grade/Promotions
			22,721	Offset - restored FY 11 salary offset 1/2 year for one position @ \$21,487 and Sheriff's FY 11 legislative salary increase @ \$2,834 and FY 12 legislative salary increase @ (\$1,600)
			<u>59,725</u>	
o		(188,789)	(188,789)	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
				# of Positions Salary Fringe Total
				5.00 363,874 209,276 573,150
				(7.00) (507,811) (254,128) (761,939)
				<u>(2.00) (143,937) (44,852) (188,789)</u>
o	118,029	145,139	27,110	Temporary Salaries - funds provided for Fleet Tech Assistant, Security Clerk, three Clerical Assistants and a Web Designer
o	629,887	712,715	82,828	an anticipated 15% increase in Health Benefits costs plus staff opting for changes in level of coverage
o	548,096	745,650	197,554	Pension / Retirement rate adjustments
o	55,869	48,996	(6,873)	Workers' Compensation rate adjustments
o	302,956	308,567	5,611	FICA - adjusted for personnel/salary changes
o		184,140	184,140	Additional funds provided for a 27th pay which will occur in FY 12

INDEX: 211100

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Administrative Services

INDEX: 211100

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE																																																																												
o	23,231	29,868	6,637	Data Processing Software Maintenance:																																																																											
	<table border="1"> <thead> <tr> <th>Service</th><th>FY 11</th><th>FY 12</th><th>Change</th><th></th></tr> </thead> <tbody> <tr> <td>Crown Pointe Skills & Training</td><td>2,590</td><td>2,590</td><td>0</td><td></td></tr> <tr> <td>Avtech</td><td>55</td><td>55</td><td>0</td><td></td></tr> <tr> <td>Fluke Meter & Maintenance</td><td>6,735</td><td>6,735</td><td>0</td><td></td></tr> <tr> <td>ATAC Crime Analysis</td><td>765</td><td>780</td><td>15</td><td></td></tr> <tr> <td>NAI McAfee Anti Virus</td><td>7,616</td><td>5,100</td><td>(2,516)</td><td>based on actuals</td></tr> <tr> <td>Constant Contact</td><td>765</td><td>765</td><td>0</td><td></td></tr> <tr> <td>Help Trac Call</td><td>485</td><td>615</td><td>130</td><td></td></tr> <tr> <td>AIM</td><td>2,000</td><td>2,000</td><td>0</td><td></td></tr> <tr> <td>Mail Marshall</td><td>2,220</td><td>2,346</td><td>126</td><td></td></tr> <tr> <td>Symantec Backup</td><td>0</td><td>2,367</td><td>2,367</td><td>new for FY 12</td></tr> <tr> <td>Identicard Badge System</td><td>0</td><td>525</td><td>525</td><td>new for FY 12</td></tr> <tr> <td>Pictometry</td><td>0</td><td>2,640</td><td>2,640</td><td>new for FY 12</td></tr> <tr> <td>MDC's</td><td>0</td><td>3,350</td><td>3,350</td><td>new for FY 12</td></tr> <tr> <td>TOTAL</td><td>23,231</td><td>29,868</td><td>6,637</td><td></td></tr> </tbody> </table>				Service	FY 11	FY 12	Change		Crown Pointe Skills & Training	2,590	2,590	0		Avtech	55	55	0		Fluke Meter & Maintenance	6,735	6,735	0		ATAC Crime Analysis	765	780	15		NAI McAfee Anti Virus	7,616	5,100	(2,516)	based on actuals	Constant Contact	765	765	0		Help Trac Call	485	615	130		AIM	2,000	2,000	0		Mail Marshall	2,220	2,346	126		Symantec Backup	0	2,367	2,367	new for FY 12	Identicard Badge System	0	525	525	new for FY 12	Pictometry	0	2,640	2,640	new for FY 12	MDC's	0	3,350	3,350	new for FY 12	TOTAL	23,231	29,868	6,637	
Service	FY 11	FY 12	Change																																																																												
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TOTAL	23,231	29,868	6,637																																																																												
o	356,837	326,200	(30,637)	Line items significantly adjusted, based on actual expense history:																																																																											
	FY 11	FY 12	Change																																																																												
	56,203	58,200	1,997	Office Equipment																																																																											
	8,000	5,000	(3,000)	Personnel/Recruitment																																																																											
	101,363	75,000	(26,363)	Medical Services																																																																											
	4,000	3,000	(1,000)	County Facility Repair and Renovations																																																																											
	15,000	10,000	(5,000)	Printing Commercial																																																																											
	4,500	3,000	(1,500)	Meals - Special Purpose																																																																											
	15,000	12,000	(3,000)	Uniforms - Purchase																																																																											
	128,771	140,000	11,229	Fuel Charges																																																																											
	23,000	20,000	(3,000)	Non-Targeted Fleet Maintenance																																																																											
	1,000	0	(1,000)	Training, Seminars, Courses																																																																											
	<u>356,837</u>	<u>326,200</u>	<u>(30,637)</u>																																																																												

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: ADMINISTRATION

Index No. 211100

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Sheriff	Elected	1.00	104,136	1.00	106,970	1.00	108,570
Chief Deputy	L-09	1.00	129,293	1.00	129,293	1.00	129,293
Major	L-08	1.00	107,661	1.00	107,661	1.00	121,181
Captain	L-07	2.00	207,604	3.00	288,038	2.00	198,536 A
Lieutenant	L-06	3.00	259,127	3.00	259,127	3.00	261,789
Sergeant	L-05	3.00	247,998	2.00	161,220	2.00	156,665
Corporal	L-04	1.00	82,368	3.00	218,712	2.00	155,584 B
Deputy First Class	L-03	5.00	344,967	3.00	210,495	4.00	277,845 C
Deputy Recruit	L-01	0.00	0	1.00	42,973	0.00	0 D
Budget Manager	A-14	1.00	85,613	1.00	85,613	1.00	85,613
Computer Manager	A-14	1.00	85,613	1.00	67,600	1.00	67,600
Human Resources Manager	A-12	1.00	80,350	1.00	80,350	1.00	80,350
Information Technology Specialist	A-10	1.00	69,992	1.00	69,992	1.00	69,992
Law Enforcement Analyst Manager	A-10	1.00	62,192	1.00	62,192	1.00	62,192
Law Enforcement Records Administrator	A-10	1.00	83,595	1.00	83,595	1.00	83,595
Human Resources Specialist	A-09	1.00	50,107	1.00	50,107	1.00	50,107
Public Information Specialist	A-09	1.00	50,107	1.00	50,107	1.00	50,107
Quartermaster Fleet Manager	A-09	1.00	63,482	1.00	63,482	1.00	63,482
Applicant Investigator	A-08	2.00	108,430	2.00	108,430	2.00	108,430
Law Enforcement Analyst	A-08	0.00	0	1.00	50,336	1.00	50,336
Computer Resources Technician	A-07	2.00	114,317	2.00	114,317	2.00	114,317
Grant Fiscal Technician	A-07	1.00	61,214	1.00	61,214	1.00	61,214
Property Manager	A-07	1.00	64,938	1.00	64,938	1.00	64,938
Law Enforcement Records Supervisor	A-06	4.00	215,301	4.00	188,906	4.00	187,700
Accounting Clerk	A-04	1.00	57,075	1.00	57,075	1.00	57,075
Admin Support Technician	A-04	2.00	95,452	2.00	95,452	2.00	95,452
Law Enforcement Records Technician II	A-04	16.00	648,272	13.00	509,661	16.00	606,881 E
Property Management Assistant	A-03	1.00	33,904	1.00	33,904	1.00	33,904
Quartermaster Fleet Assistant	A-03	1.00	40,477	1.00	40,477	1.00	40,477
Law Enforcement Records Technician I	A-02	5.00	147,409	7.00	205,149	4.00	117,228 F
SUB-TOTAL FULL-TIME SALARIES		62.00	3,700,994	63.00	3,667,386	61.00	3,560,453
SALARY OFFSET			(94)		(24,321)		(1,600) G
TOTAL FULL-TIME SALARIES		62.00	3,700,900	63.00	3,643,065	61.00	3,558,853

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: ADMINISTRATION

Index No. 211100

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES			118,029		118,029		145,139
SALARY TOTAL		62.00	3,819,023	63.00	3,761,094	61.00	3,703,992
OTHER PERSONAL SERVICES							
Pension & Retirement			664,202		548,096		739,508
Workers' Compensation			65,470		55,869		41,562
Health Benefits			620,426		629,887		694,031
Overtime & Shift Differential			209,753		215,359		215,359
FICA			309,378		302,956		297,555
Miscellaneous			14,205		19,150		18,040
TOTAL OTHER PERSONAL SERVICES			1,883,434		1,771,317		2,006,055
TOTAL 27TH PAY COST			0		0		184,140
TOTAL PERSONAL SERVICES		62.00	5,702,457 *	63.00	5,532,411	61.00	5,894,187

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Captains transferred to Patrol and one (1) Captain transferred in from Investigations

B - One (1) Corporal transferred to Patrol

C - One (1) Deputy First Class transferred in from Patrol

D - One (1) Deputy transferred out to Patrol

E - One (1) Records Supervisor demoted to Records Technician II and One (1) Records Technician II promoted to Records Supervisor

F - Four (4) Records Technician I promoted to Records Technician II

G - Salary offset for Sheriff's FY 12 legislative salary increase

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: 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 sectors within Harford County.

Additionally, to assist in achieving its mission, this Division has several specialized units: Community Policing Unit, School Policing Unit, Traffic Unit and K-9 Unit. 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	20,630,939	21,819,083	21,097,989	23,011,792	23,011,792
20	CONTRACTUAL SERVICES	562,698	173,271	173,762	213,363	213,363
30	SUPPLIES & MATERIALS	348,296	261,366	420,869	415,825	415,825
40	BUSINESS & TRAVEL	943,694	858,897	999,700	1,080,548	1,080,548
50	CAPITAL OUTLAY	328,394	152,128	0	0	0
70	MISCELLANEOUS	0	1,969	0	0	0
80	INTERGOVERNMENTAL	235,428	585,807	979,428	0	0
	GRAND TOTAL	23,049,449	23,852,521	23,671,748	24,721,528	24,721,528
<u>FUNDING SOURCE:</u>						
11	GENERAL	23,049,449	23,852,521	23,671,748	24,721,528	24,721,528

DEPARTMENT: SHERIFF'S OFFICE**DIVISION: Patrol Operations****INDEX: 211200****FINANCIAL NOTES:**

The \$1,049,780 net increase in funding for Sheriff's Office - Patrol Operations is the result of:

	FY 11	FY 12	CHANGE	
o	12,221,211	12,364,228	143,017	Full-time Salaries
			86,501	Salary Adjustments - Time in Grade/Promotions
			64,460	Offset - restoration of FY 11 salary offset of three (3) positions funded for only 1/2 year
			(7,944)	Staff Turnover (0.07%)
			<u>143,017</u>	
o		(35,743)	(35,743)	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
			# of Positions	Salary
			26.00	1,792,110
			(27.00)	(1,943,111)
			<u>(1.00)</u>	<u>(151,001)</u>
				Fringe
				1,130,377
				(1,015,119)
				<u>115,258</u>
				<u>(35,743)</u>
o	149,466	133,347	(16,119)	Part-time Salaries - for school crossing guards per actual expenditures
o	226,753	208,399	(18,354)	Temporary Salaries - for security clerks and on-call school crossing guards per actual expenditures
o	2,426,923	2,706,487	279,564	an anticipated 15% increase in Health Benefits costs plus staff opting for changes in level of coverage
o	3,143,756	4,061,878	918,122	Pension / Retirement / LEOPS rate adjustments
o	395,253	306,253	(89,000)	Workers' Compensation rate adjustments
o	483,686	500,000	16,314	Shift Differential adjusted based on actual expense history
o	1,065,721	1,075,023	9,302	FICA - based on actual salary adjustments
o	850,000	853,000	3,000	Overtime adjusted based on actual expense history
o		703,540	703,540	Additional funds provided for a 27th pay which will occur in FY 12

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Patrol Operations

INDEX: 211200

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	49,965	84,801	34,836	Electricity - increased funds provide for approximately 6 months of operating the new Southern Precinct
o	17,532	24,547	7,015	Building & Custodial Services - increased funds provide for approximately 6 months of operating the new Southern Precinct
o	4,546	0	(4,546)	Communication Service - decrease based on actual expenditures - no expenses for past two fiscal years
o	1,144,435	1,220,133	75,698	Line items significantly adjusted based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	9,000	10,585	1,585	Security Systems
	5,764	4,500	(1,264)	General Office Mailing
	5,000	6,000	1,000	Equipment Repair Parts
	116,377	100,000	(16,377)	Weapons & Ammunition
	30,094	40,000	9,906	Other Supplies & Materials - community policing, bike patrol, etc.
	523,200	508,000	(15,200)	Vehicle Maintenance Target & Non-Target
	455,000	551,048	96,048	Fuel Charges
	<u>1,144,435</u>	<u>1,220,133</u>	<u>75,698</u>	
o	979,428	0	(979,428)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: PATROL OPERATIONS

Index No. 211200

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	L-08	1.00	121,181	0.00	0	1.00	110,885 A
Captain	L-07	3.00	305,926	4.00	406,660	3.00	311,562 B
Lieutenant	L-06	7.00	638,769	7.00	647,255	7.00	625,686
Sergeant	L-05	21.00	1,697,448	21.00	1,647,361	21.00	1,671,553
Corporal	L-04	16.00	1,137,494	14.00	1,001,586	16.00	1,112,221 C
Deputy First Class	L-03	118.00	6,834,013	129.00	7,475,080	130.00	7,395,438 D
Deputy	L-02	23.00	1,189,262	19.00	873,999	18.00	881,071 E
Deputy, Recruit	L-01	4.00	171,892	3.00	128,919	0.00	0 F
Admin Support Technician	A-04	2.00	104,811	2.00	104,811	2.00	104,811
FULL-TIME SALARIES		195.00	12,200,796	199.00	12,285,671	198.00	12,213,227
SALARY OFFSET			0		(64,460)		0
TOTAL FULL-TIME SALARIES		195.00	12,200,796	199.00	12,221,211	198.00	12,213,227
PART-TIME SALARIES							
Crossing Guard	A-01	5.10	139,208	5.10	149,466	4.55	133,347
TOTAL PART-TIME SALARIES		5.10	139,208	5.10	149,466	4.55	133,347
TEMPORARY SALARIES			226,751		226,753		208,399
SALARY TOTAL		200.10	12,566,755	204.10	12,597,430	202.55	12,554,973

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: PATROL OPERATIONS

Index No. 211200

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement			3,867,236		3,143,756		4,173,762
Workers' Compensation			419,553		395,253		285,442
Health Benefits			2,412,329		2,426,921		2,742,164
Overtime & Shift Differential			1,259,282		1,333,686		1,353,000
FICA			1,074,957		1,065,721		1,063,271
Miscellaneous			80,164		135,222		135,640
TOTAL OTHER PERSONAL SERVICES			9,113,521		8,500,559		9,753,279
TOTAL 27TH PAY COST			0		0		703,540
TOTAL PERSONAL SERVICES		200.10	21,680,276	204.10	21,097,989	202.55	23,011,792

*** FY 10 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) Lieutenant promoted to Major
- B - Three (3) Captain positions transferred in from other divisions within the Sheriff's Office and four (4) Captain positions transferred out
- C - Five (5) Corporal positions transferred in from other division within the Sheriff's Office and three (3) Corporal positions transferred out
- D - Four (4) Deputy First Class positions downgraded to Deputy due to turnover; sixteen (16) Deputy positions upgraded to Deputy First Class;
four (4) Deputy First Class positions transferred in from other divisions within the Sheriff's Office and fifteen (15) Deputy First Class positions transferred out.
- E - Sixteen (16) Deputy positions upgraded to Deputy First Class; eight (8) Deputy positions transferred in from other divisions within the Sheriff's Office; and
four (4) Deputy First Class positions downgraded to Deputy due to turnover and three (3) Deputy Recruits upgraded to Deputy due to turnover.
- F - Three (3) Deputy Recruit positions promoted to Deputy

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	5,934,911	6,240,510	5,906,745	6,952,218	6,952,218
20	CONTRACTUAL SERVICES	466,371	494,854	533,797	545,216	545,216
30	SUPPLIES & MATERIALS	52,787	41,099	38,818	41,088	41,088
40	BUSINESS & TRAVEL	297,450	282,427	354,130	325,055	325,055
70	MISCELLANEOUS	52,500	47,500	52,500	57,500	57,500
	GRAND TOTAL	6,804,019	7,106,390	6,885,990	7,921,077	7,921,077
<u>FUNDING SOURCE:</u>						
11	GENERAL	6,804,019	7,106,390	6,885,990	7,921,077	7,921,077

DEPARTMENT: SHERIFF'S OFFICE**DIVISION: Investigative Services****INDEX: 211300****FINANCIAL NOTES:**

The \$1,035,087 net increase in funding for Sheriff's Office - Investigative Services is the result of:

	FY 11	FY 12	CHANGE	
o		408,837	408,837	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
				# of Positions Salary Fringe Total
				14.00 1,037,961 670,477 1,708,438
				(11.00) (843,648) (455,953) (1,299,601)
				<u>3.00</u> <u>194,313</u> <u>214,524</u> <u>408,837</u>
o	51,538	164,420	112,882	Temporary Salaries - funds provide for Sex Offender Registration Investigator, Equipment Technician, and TRAC, all based on actual expenses
o	627,016	728,251	101,235	an anticipated 15% increase in Health Benefits costs plus staff opting for changes in level of coverage
o	814,170	1,036,513	222,343	Pension / Retirement rate adjustments as well as LEOPS plan for deputies
o	104,107	82,833	(21,274)	Workers' Compensation rate adjustments
o	306,929	315,561	8,632	FICA adjustments
o		212,818	212,818	Additional funds provided for a 27th pay which will occur in FY 12

DEPARTMENT: SHERIFF'S OFFICE**DIVISION: Investigative Services****INDEX: 211300****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	81,040	91,440	10,400	Other Professional Services - increased based on actual expenses for fees associated with subpoena record requests, video analysis and technical consultants
o	26,486	30,586	4,100	Other (Service & Maintenance) - increased based on actual expense history for wiretap, terminix, and records database maintenance contracts
o	5,000	3,000	(2,000)	Other (Contractual Service) - decreased based on actual expense history for towing costs, handwriting analysis and forensic DNA testing
o	52,500	57,500	5,000	Confidential Expenses - increased funds to provide for investigation funds to purchase narcotics, pay informants, and intel/homeland defense
o	4,000	5,000	1,000	Audio Visual Supplies - increased based on actual expense history for major crime film processing
o	753,795	722,692	(31,103)	Line items adjusted significantly due to actual expense history:
	FY 11	FY 12	Change	
	9,653	8,616	(1,037)	Office Equipment
	102,000	108,600	6,600	Vehicle & Operating Equipment
	245,732	244,168	(1,564)	Space & Real Estate Rental
	32,692	29,000	(3,692)	Electricity
	15,000	13,580	(1,420)	Telephone Service
	1,218	2,228	1,010	Safety Equipment
	146,000	134,000	(12,000)	Vehicle Maintenance Target & Non-Target
	200,000	180,000	(20,000)	Fuel Charges
	1,500	2,500	1,000	Lodging
	<u>753,795</u>	<u>722,692</u>	<u>(31,103)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: INVESTIGATIVE SERVICES

Index No. 211300

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	L-08	1.00	107,661	1.00	107,661	2.00	225,306 A
Captain	L-07	2.00	201,468	2.00	201,468	2.00	204,672
Lieutenant	L-06	2.00	175,448	2.00	175,448	3.00	261,789 B
Sergeant	L-05	5.00	397,510	8.00	650,480	5.00	397,510 C
Corporal	L-04	6.00	430,186	6.00	406,953	6.00	418,871
Deputy First Class	L-03	27.00	1,691,493	24.00	1,485,054	28.00	1,713,229 D
Deputy	L-02	1.00	42,973	0.00	0	0.00	0
Computer Forensics Examiner	A-11	1.00	53,539	1.00	53,539	1.00	53,539
Law Enforcement Analyst	A-08	2.00	93,517	2.00	93,517	2.00	93,517
Sex Offender Verification Investigator	A-08	1.00	48,880	1.00	48,880	1.00	48,880
Financial Investigator	A-07	1.00	56,014	1.00	56,014	1.00	56,014
Victims' Services Advocate	A-07	1.00	41,683	1.00	41,683	1.00	41,683
Admin Support Technician	A-04	2.00	101,379	2.00	101,379	2.00	101,379
Law Enforcement Records Technician II	A-04	1.00	41,933	1.00	41,933	1.00	41,933
FULL-TIME SALARIES		53.00	3,483,684	52.00	3,464,009	55.00	3,658,322
TEMPORARY SALARIES			51,538		51,538		164,420
SALARY TOTAL		53.00	3,535,222	52.00	3,515,547	55.00	3,822,742
OTHER PERSONAL SERVICES							
Pension & Retirement			1,024,968		814,170		1,173,445
Workers' Compensation			114,063		104,107		79,853
Health Benefits			650,142		627,016		793,312
Overtime & Shift Differential			480,662		497,296		497,296
FICA			308,697		306,929		329,752
Miscellaneous			24,920		41,680		43,000
TOTAL OTHER PERSONAL SERVICES			2,603,452		2,391,198		2,916,658
TOTAL 27TH PAY COST			0		0		212,818
TOTAL PERSONAL SERVICES		53.00	6,138,674	52.00	5,906,745	55.00	6,952,218

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Major position transferred in from other division within the Sheriff's Office

B - Two (2) Lieutenant positions transferred in from other divisions within the Sheriff's Office and one (1) Lieutenant position transferred out

C - Three (3) Sergeant positions transferred out to other divisions within the Sheriff's Office

D - Eight (8) Deputy First Class positions transferred in from other divisions within the Sheriff's Office and four (4) Deputy First Class positions transferred out

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Correctional Services

INDEX: 212000

ORIGIN/PURPOSE:

Correctional Services oversees the Harford County Detention Center which houses pre-trial, presentenced, 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.

It has total responsibility for transporting prisoners to the Courts, medical treatment facilities, and to other facilities for incarceration.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	14,424,591	14,490,210	14,232,053	15,183,127	15,183,127
20	CONTRACTUAL SERVICES	3,576,001	3,444,642	4,050,402	4,424,063	4,424,063
30	SUPPLIES & MATERIALS	1,116,967	1,176,188	1,295,769	1,329,469	1,329,469
40	BUSINESS & TRAVEL	42,979	34,010	6,866	7,665	7,665
50	CAPITAL OUTLAY	0	2,184	0	0	0
70	MISCELLANEOUS	0	0	0	15,132	15,132
	GRAND TOTAL	<u>19,160,538</u>	<u>19,147,234</u>	<u>19,585,090</u>	<u>20,959,456</u>	<u>20,959,456</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>19,160,538</u>	<u>19,147,234</u>	<u>19,585,090</u>	<u>20,959,456</u>	<u>20,959,456</u>

DEPARTMENT: SHERIFF'S OFFICE**DIVISION: Correctional Services****INDEX: 212000****FINANCIAL NOTES:**

The \$1,374,366 net increase in funding for Sheriff's Office - Correctional Services is the result of:

	FY 11	FY 12	CHANGE	
o	8,267,666	8,279,896	12,230	Full-time Salaries:
			17,972	Salary Adjustments - Time in Grade/Promotions
			39,166	Offset - restoration of FY 11 salary offset for two (2) positions for 1/2 year salary
			(44,908)	Staff Turnover (0.54%)
			<u>12,230</u>	
o		4,928	4,928	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
				# of Positions Salary Fringe Total
				1.0 36,171 13,862 50,033
				(1.0) (34,091) (11,014) (45,105)
				<u>0.0 2,080 2,848 4,928</u>
o	100,000	73,803	(26,197)	Temporary Salaries - for two security clerks, one maintenance assistant, and one transport officer per actual expense history
o	1,575,592	1,762,600	187,008	an anticipated 15% increase in Health Benefits costs plus staff opting for changes in level of coverage
o	2,110,022	2,483,696	373,674	Pension / Retirement rate adjustments
o	245,149	177,685	(67,464)	Workers' Compensation rate adjustments
o	227,720	240,000	12,280	Shift Differential adjusted based on actual expenses
o		454,108	454,108	Additional funds provided for a 27th pay which will occur in FY 12

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Correctional Services

INDEX: 212000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	3,085,076	3,239,918	154,842	Medical Services - increase due to expected cost of medical services contract for inmates
o	89,660	100,000	10,340	Security Systems - increase based on actual expense history for cellblock gate security maintenance and pipe tour system
o	21,263	6,315	(14,948)	Other Contractual Services - decrease based on actual expense history but still provides for boiler inspections, x-ray registration and inspection fee and terminex contract, etc.
o	881,604	925,434	43,830	Meals Special Purpose - increase based on anticipated contract increase with Aramark
o	9,250	16,286	7,036	Weapons & Ammunition - additional funds provide for the replacement of Tasers
o	0	15,132	15,132	County Match/Transfer Out - match funds for new Body Armor grant
o	293,270	267,337	(25,933)	Line items significantly adjusted based on actual expense history:
	FY 11	FY 12	Change	
	2,814	180	(2,634)	Other Rents & Utilities - no longer need storage containers
	86,093	100,000	13,907	Building/Custodial Services
	20,000	22,000	2,000	General Office Supplies
	5,000	4,000	(1,000)	Printing Commercial
	75,000	60,000	(15,000)	Uniforms Purchase
	104,363	81,157	(23,206)	Safety Equipment
	<u>293,270</u>	<u>267,337</u>	<u>(25,933)</u>	

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Correctional Services

INDEX: 212000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	761,545	995,318	233,773	Line items increased due to the expansion of the detention center:
	FY 11	FY 12	Change	
	355,343	500,000	144,657	Electricity
	137,470	185,000	47,530	Heating Fuel (Gas)
	154,945	175,516	20,571	Water & Sewer
	41,292	43,010	1,718	Paper Supplies
	70,495	76,228	5,733	Janitorial Supplies & Equipment
	2,000	15,564	13,564	Paint - for five lower level dorms to be painted after expansion
	<u>761,545</u>	<u>995,318</u>	<u>233,773</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: CORRECTIONAL SERVICES

Index No. 212000

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	D-08	1.00	103,646	1.00	103,646	1.00	97,698
Captain	D-07	2.00	182,874	2.00	177,466	2.00	172,973
Lieutenant	D-06	8.00	621,837	8.00	590,719	8.00	597,500
Sergeant	D-05	13.00	864,967	13.00	861,057	13.00	861,057
Corporal	D-04	14.00	828,155	14.00	826,345	14.00	826,345
Officer First Class	D-03	81.00	4,103,433	73.00	3,644,375	76.00	3,739,637 A
Officer	D-02	1.00	50,918	20.00	804,120	19.00	763,914 B
Officer Recruit	D-01	13.00	509,158	2.00	78,332	0.00	0 C
Warden	A-15	1.00	113,027	1.00	113,027	1.00	113,027
Classification Supervisor	A-10	1.00	65,978	1.00	65,978	1.00	65,978
Corrections Records Administrator	A-10	1.00	81,141	1.00	81,141	1.00	81,141
Special Projects Coordinator	A-10	1.00	72,093	1.00	72,093	1.00	72,093
Standards/Accreditation Manager	A-09	1.00	65,374	1.00	65,374	1.00	65,374
Pre-Trial Services Coordinator	A-08	2.00	116,938	2.00	116,938	2.00	116,938
Classification Counselor	A-07	3.00	130,166	3.00	130,166	3.00	130,166
Commissary Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Corrections Quartermaster	A-06	1.00	54,517	1.00	54,517	1.00	54,517
Corrections Records Supervisor	A-06	1.00	60,466	1.00	60,466	1.00	60,466
Program Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Maintenance Officer	A-05	2.00	98,508	2.00	98,508	2.00	98,508
Corrections Records Technician II	A-04	3.00	120,328	4.00	154,419	4.00	156,499
Inmate Property Coordinator	A-03	1.00	45,552	1.00	45,552	1.00	45,552
Corrections Records Clerk	A-02	2.00	76,523	2.00	76,523	2.00	76,523
Corrections Records Technician I	A-02	1.00	30,181	0.00	0	0.00	0
SUB-TOTAL FULL-TIME SALARIES		<u>156.00</u>	<u>8,481,850</u>	<u>156.00</u>	<u>8,306,832</u>	<u>156.00</u>	<u>8,281,976</u>
SALARY OFFSET			<u>0</u>		<u>(39,166)</u>		<u>0</u>
TOTAL FULL-TIME SALARIES		<u>156.00</u>	<u>8,481,850</u>	<u>156.00</u>	<u>8,267,666</u>	<u>156.00</u>	<u>8,281,976</u>

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: CORRECTIONAL SERVICES

Index No. 212000

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES			128,269		100,000		73,803
SALARY TOTAL		<u>156.00</u>	<u>8,610,119</u>	<u>156.00</u>	<u>8,367,666</u>	<u>156.00</u>	<u>8,355,779</u>
OTHER PERSONAL SERVICES							
Pension & Retirement			2,366,501		2,110,022		2,485,603
Workers' Compensation			276,173		245,149		177,662
Health Benefits			1,575,126		1,575,592		1,763,405
Overtime & Shift Differential			909,808		1,119,445		1,131,725
FICA			659,994		725,379		725,405
Miscellaneous			55,740		88,800		89,440
TOTAL OTHER PERSONAL SERVICES			<u>5,843,342</u>		<u>5,864,387</u>		<u>6,373,240</u>
TOTAL 27TH PAY COST			<u>0</u>		<u>0</u>		<u>454,108</u>
TOTAL PERSONAL SERVICES		<u>156.00</u>	<u>14,453,461</u>	<u>156.00</u>	<u>14,232,053</u>	<u>156.00</u>	<u>15,183,127</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

- A - Five (5) Officer First Class positions downgraded to Officer due to turnover and eight (8) Officer positions promoted to Officer First Class
- B - Eight (8) Officer positions promoted to Officer First Class; five (5) Officer First Class positions downgraded to Officer due to turnover and two (2) Officer Recruit positions upgraded to Officer as a result of turnover
- C - Two (2) Officer Recruit positions upgraded to Officer

DEPARTMENT: SHERIFF'S OFFICE**DIVISION: 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	5,078	6,201	67,403	129,979	129,979
20	CONTRACTUAL SERVICES	4,772	900	16,618	16,618	16,618
30	SUPPLIES & MATERIALS	254,552	224,148	324,069	394,223	394,223
40	BUSINESS & TRAVEL	6,820	5,019	67,165	70,274	70,274
50	CAPITAL OUTLAY	0	0	40,300	119,000	119,000
	GRAND TOTAL	<u>271,222</u>	<u>236,268</u>	<u>515,555</u>	<u>730,094</u>	<u>730,094</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>271,222</u>	<u>236,268</u>	<u>515,555</u>	<u>730,094</u>	<u>730,094</u>

FINANCIAL NOTES:

The \$214,539 net increase in funding for the Sheriff's Office - Inmate Welfare Fund is the result of:

	FY 11	FY 12	CHANGE	
o	59,039	104,420	45,381	Temporary Salaries - funds provide for a Librarian, Chaplain, and Inmate Mental Health Liaison
o	3,848	12,787	8,939	Temporary Pension increased due to addition of Chaplain and Inmate Mental Health Liaison
o	4,516	7,958	3,442	FICA adjustments
o		4,814	4,814	Additional funds provided for a 27th pay which will occur in FY 12

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Inmate Welfare Fund

INDEX: 212100

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	4,500	16,860	12,360	Recreation Supplies - increase based on actual expense history
o	61,689	82,289	20,600	Other Supplies & Materials - increase based on actual expenses and provides for mattresses, indigent kits, linens and toiletries for inmates
o	0	21,194	21,194	Medical Supplies - allowable expense for inmates
o	0	16,000	16,000	Paint - allowable expense for inmates to paint the "old jail"
o	54,665	57,774	3,109	In-House Training - increased based on actual expense history for Inmate programs through Harford Community College, Open Doors, and Habitat for Humanity
o	40,300	119,000	78,700	Equipment: 4,000 Other Office Equipment - Computer equipment for law library 8,000 Food Heating Cart 9,500 Work Stations - furniture for inmate classrooms 26,000 Other Furniture & Fixtures - exercise equipment 71,500 Generators - one-time funds to provide for kitchen generator

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: INMATE WELFARE FUND

Index No. 212100

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES			<u>6,057</u>		<u>59,039</u>		<u>104,420</u>
SALARY TOTAL			<u>6,057</u>		<u>59,039</u>		<u>104,420</u>
OTHER PERSONAL SERVICES							
Pension			0		3,848		12,787
Worker's Compensation			18		0		0
FICA			<u>463</u>		<u>4,516</u>		<u>7,958</u>
TOTAL OTHER PERSONAL SERVICES			481		8,364		20,745
TOTAL 27TH PAY COST			<u>0</u>		<u>0</u>		<u>4,814</u>
TOTAL PERSONAL SERVICES			<u>6,538</u>		<u>67,403</u>		<u>129,979</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: 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/B79Fugitive Unit. The primary responsibilities of the units are the service of papers generated from Harford County Courts, security of the Circuit Courthouse and its personnel, 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	4,372,122	4,414,110	4,403,208	4,711,001	4,711,001
20	CONTRACTUAL SERVICES	23,562	30,159	29,092	29,071	29,071
30	SUPPLIES & MATERIALS	39,983	26,149	37,407	40,365	40,365
40	BUSINESS & TRAVEL	229,413	218,478	264,915	265,295	265,295
50	CAPITAL OUTLAY	1,066	899	0	0	0
70	MISCELLANEOUS	313,531	319,753	312,749	304,323	304,323
	GRAND TOTAL	4,979,677	5,009,548	5,047,371	5,350,055	5,350,055
<u>FUNDING SOURCE:</u>						
11	GENERAL	4,979,677	5,009,548	5,047,371	5,350,055	5,350,055

DEPARTMENT: SHERIFF'S OFFICE**DIVISION: Court Services****INDEX: 213000****FINANCIAL NOTES:**

The \$302,684 net increase in funding for Sheriff's Office - Court Services is the result of:

	FY 11	FY 12	CHANGE	
o	2,158,812	2,185,624	26,812	Full-time Salaries breakdown below:
				42,973 Offset - restoration of FY 11 salary offset of two (2) positions for only 1/2 year
				(16,161) Staff Turnover (0.7%)
				<u>26,812</u>
o		(19,932)	(19,932)	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office
				# of Positions Salary Fringe Total
				9.00 632,485 397,850 1,030,335
				(10.00) (662,460) (387,807) (1,050,267)
				<u>(1.00) (29,975) 10,043 (19,932)</u>
o	606,920	596,846	(10,074)	Temporary Salaries decreased based on actual expense history for Security Clerks
o	387,293	413,704	26,411	An anticipated 15% increase in Health Benefits costs plus staff opting for changes in level of coverage
o	587,343	739,672	152,329	Pension / Retirement rate adjustments as well as the new LEOPS plan for deputies
o	66,754	54,822	(11,932)	Workers' Compensation rate adjustments
o	67,166	62,000	(5,166)	Shift Differential adjusted based on actual expenditure history
o		147,524	147,524	Additional funds provided for a 27th pay which will occur in FY 12

DEPARTMENT: SHERIFF'S OFFICE

DIVISION: Court Services

INDEX: 213000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	13,220	16,600	3,380	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	4,000	6,000	2,000	General Office Supplies
	6,000	7,000	1,000	General Office Mailing
	2,000	1,000	(1,000)	Parking and Tolls
	320	800	480	Meals
	900	1,800	900	Training Seminars, Meetings
	<u>13,220</u>	<u>16,600</u>	<u>3,380</u>	

o	312,749	304,323	(8,426)	County Match / Transfers Out:
		FY 11	FY 12	Change
	BOSE Grant Match	267,974	260,391	(7,583)
	Management Fee	29,775	28,932	(843)
	Domestic Violence	15,000	15,000	0
		<u>312,749</u>	<u>304,323</u>	<u>(8,426)</u>

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: COURT SERVICES

Index No. 213000

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	L-08	0.00	0	1.00	121,181	0.00	0 A
Captain	L-07	1.00	110,094	0.00	0	1.00	92,186 B
Lieutenant	L-06	1.00	91,624	1.00	91,624	1.00	91,624
Sergeant	L-05	5.00	452,339	3.00	268,217	5.00	434,720 C
Corporal	L-04	6.00	460,096	7.00	527,072	6.00	455,791 D
Deputy First Class	L-03	21.00	1,375,981	17.00	1,108,181	20.00	1,241,133 E
Deputy	L-02	0.00	0	2.00	90,730	1.00	57,429 F
Deputy/Recruit	L-01	0.00	0	3.00	128,919	0.00	0 G
Officer First Class	D-03	1.00	42,910	0.00	0	0.00	0
Law Enforcement Analyst	A-08	1.00	48,880	1.00	48,880	1.00	48,880
Law Enforcement Records Technician II	A-04	4.00	182,978	4.00	182,978	4.00	182,978
FULL-TIME SALARIES		40.00	2,764,902	39.00	2,567,782	39.00	2,604,741
SALARY OFFSET			(526,074)		(408,970)		(449,092)
TOTAL FULL-TIME SALARIES		40.00	2,238,828	39.00	2,158,812	39.00	2,155,649
TEMPORARY SALARIES			606,920		606,920		596,846
SALARY TOTAL		40.00	2,845,748	39.00	2,765,732	39.00	2,752,495

DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: COURT SERVICES

Index No. 213000

POSITION TITLE	GRADE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement			748,326		587,343		785,128
Workers' Compensation			76,149		66,754		48,227
Health Benefits			365,587		387,293		386,924
Overtime & Shift Differential			358,366		337,166		332,000
FICA			246,648		236,480		235,963
Miscellaneous			19,290		22,440		22,740
TOTAL OTHER PERSONAL SERVICES			1,814,366		1,637,476		1,810,982
TOTAL 27TH PAY COST			0		0		147,524 H
TOTAL PERSONAL SERVICES		40.00	4,660,114	39.00	4,403,208	39.00	4,711,001

*** FY 10 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Major position transferred out to other division within the Sheriff's Office

B - One (1) Captain position transferred in from other division within the Sheriff's Office

C - Three (3) Sergeant positions transferred in from other divisions within the Sheriff's Office and one (1) Sergeant position transferred out

D - One (1) Corporal position transferred in from other divisions within the Sheriff's Office and two (2) Corporal positions transferred out

E - Seven (7) Deputy First Class positions transferred in from other divisions within the Sheriff's Office; three (3) Deputy First Class positions transferred out to other divisions within the Sheriff's Office and one (1) Deputy First Class position downgraded to Deputy due to turnover

F - Two (2) Deputy positions transferred out to other divisions within the Sheriff's Office and one (1) Deputy First Class downgraded to Deputy due to turnover

G - Three (3) Deputy Recruit positions transferred out to other divisions within the Sheriff's Office

H - Salary offset for seven (7) positions offset by BOSE reimbursement in the amount of \$400,212 and one (1) Law Enforcement Analyst position offset by CSAFE @ \$48,880

HARFORD COUNTY SHERIFF'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To ensure that agency staffing is adequate to meet current and future service demands and mandates in a timely and efficient manner.

Department Objective

To provide for timely service of court ordered civil processes by ensuring a service rate of no less than 90% annually.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Number of Civil Deputies	10	10	9	9	9
Operating Budget Allocated	\$1,024,808	\$1,140,117	\$1,047,804	\$1,026,198	\$1,072,097
<u>Output:</u>					
Number of papers received	45,688	47,848	49,158	49,761	50,141
<u>Efficiency:</u>					
Number of papers served	42,843	46,734	47,725	45,780	46,129
Number of papers served per Civil Deputy	4,284	4,673	5,302	5,086	5,125
<u>Service Quality:</u>					
Number of papers unable to be served	2,845	1,114	1,433	3,981	4,012
Average number of service attempts per paper	4.5	4.5	5.0	4.5	4.5
<u>Outcome:</u>					
Annual service rate percentage	93.91%	97.73%	97.08%	92.00%	92.00%

Explanation and Analysis of Performance Measures

Court Services seeks to provide for timely service of court ordered civil processes by ensuring a service rate of no less than 90% annually. Service of these processes is mandated by State statutes.

HARFORD COUNTY SHERIFF'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To enhance the safety of families through the monitoring of convicted sex offenders.

Department Objective

To provide for routine monitoring of sex offender registrants through residential and employment verification at a minimum of twice per year per registrant.

County Goal(s) Supported

I. Public Safety

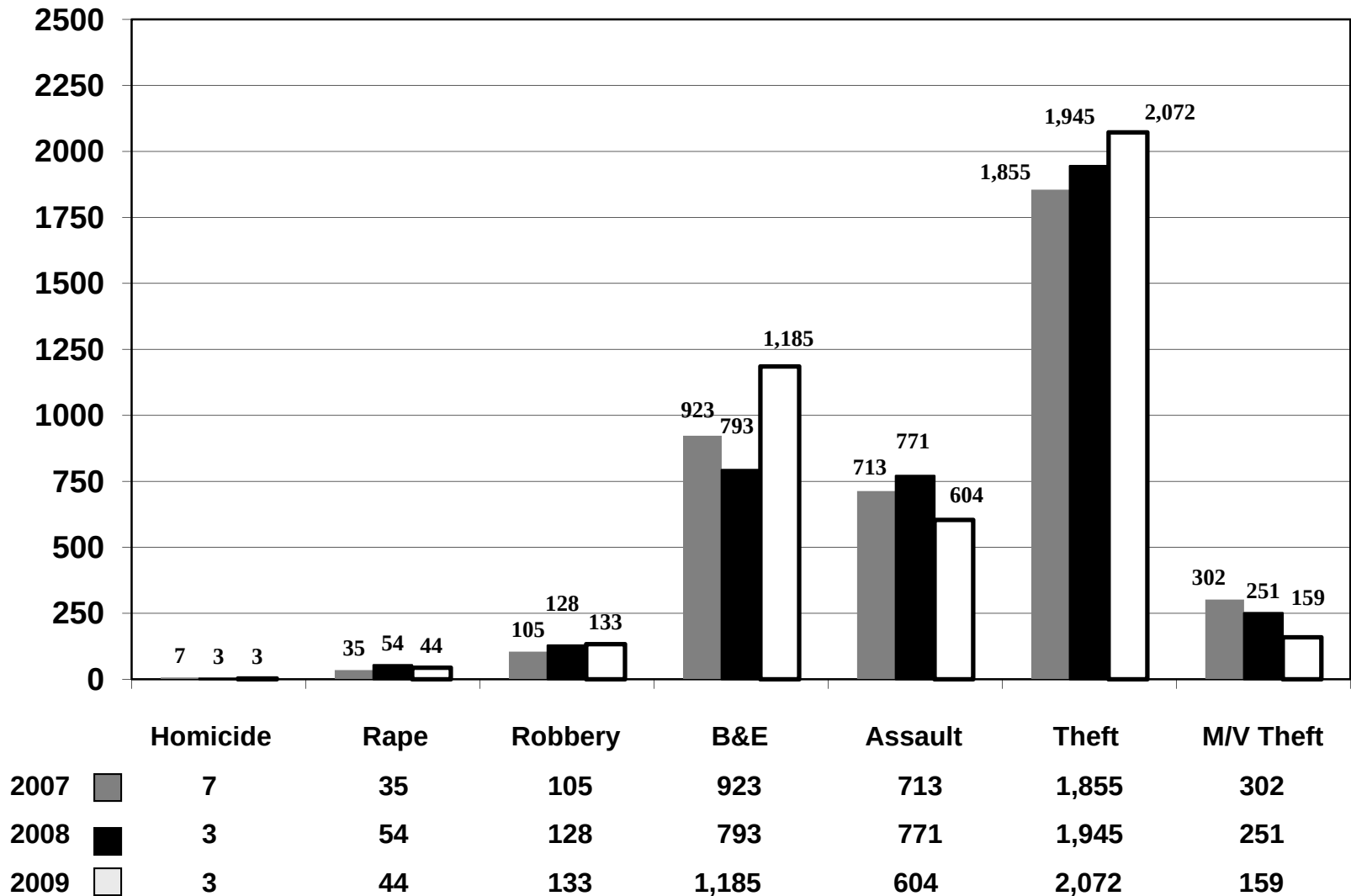
Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Number of staff	1	1	1	1	1
Dollars allocated	\$11,663	\$11,355	\$11,343	\$11,897	\$11,897
<u>Output:</u>					
Number convicted of misdemeanor offenses (Tier One)	N/A*	N/A*	13	24	15
Number convicted of non-contact felonies or contact misdemeanors (Tier Two)	N/A*	N/A*	19	22	22
Number convicted of contact felonies (Tier Three)	N/A*	N/A*	148	152	173
<u>Efficiency:</u>					
Average number of attempts per verification	1.5	1.4	1.4	1.4	1.4
<u>Service Quality:</u>					
Average number of residential verifications per registrant	2.4	3.4	2.5	3.3	3.6
<u>Outcome:</u>					
Average number of verifications per year per registrant	2.4	3.4	2.5	3.3	3.6

Explanation and Analysis of Performance Measures

Convicted sex offenders are required to report to the Sheriff's Office their current addresses, employers, and any educational institutions they attend. The Sheriff's Office, through its Megan's Law unit, strives to protect children and adults from sex offenders by verifying the information through personal contact at the offender's residence, place of employment, and educational institution. The Sheriff's Office will make at least two such checks per year for each offender.

* New performance measure.

Harford County Sheriff's Office Crime Statistics



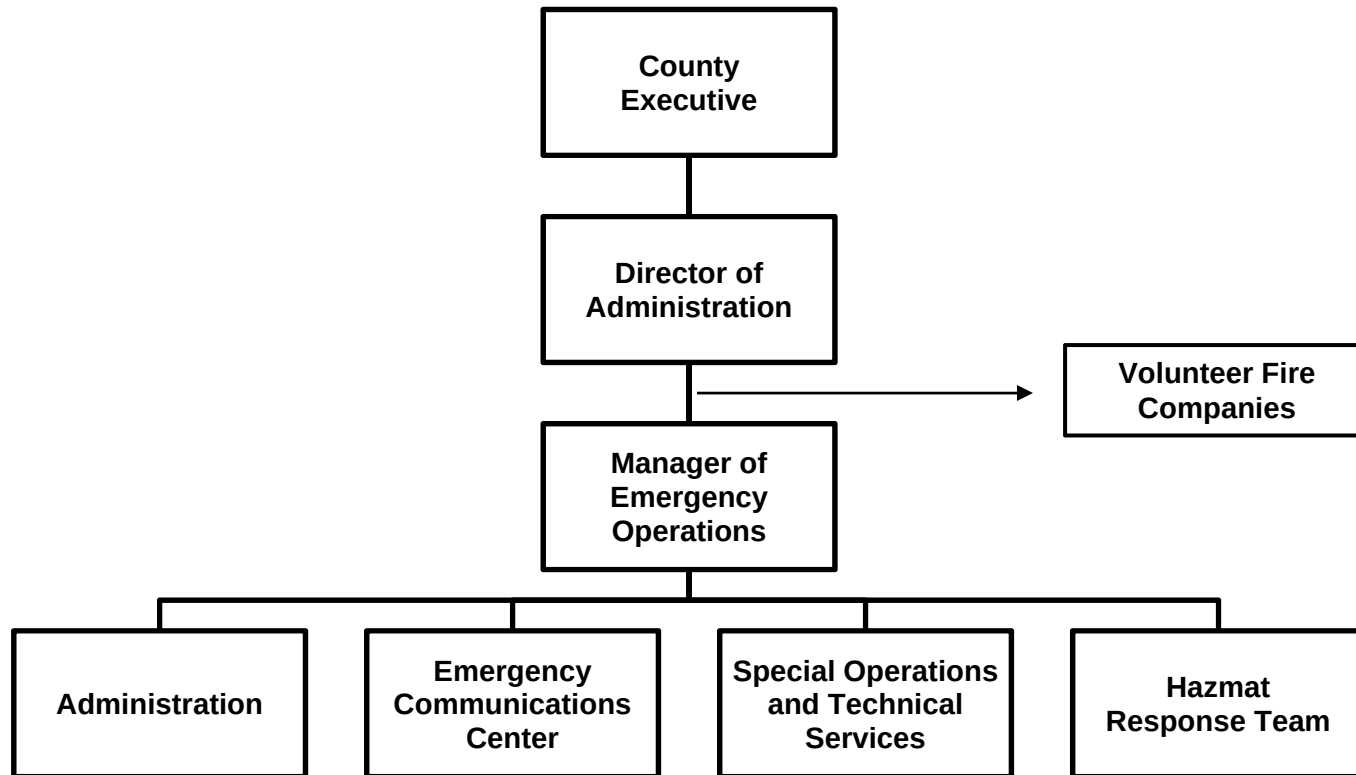
**GRANTS
SHERIFF'S OFFICE**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Harford County Family Safety Initiative	10,765	0	6/30/2012 State Recurring	This funding allows the Records Clerks the opportunity to work overtime to ensure that all orders are entered into MILES/NCIC within the mandated timeframe. If this grant were to end, the Sheriff's Office operating budget would be required to fund the overtime necessary to enter and serve the orders as mandated.	None
B.O.S.E. / C.S.E.A. Reimbursement	505,465	289,323	9/30/12 State Recurring	This reimbursement grant provides funding for 7 positions to concentrate efforts in serving summonses, warrants, writs for paternity, AFDC and non-AFDC child support cases. BMR offsets salary / benefits \$730,880. If this grant were to end, the Sheriff's Office operating budget would have to absorb the costs related to this position.	The County would be responsible for the salary and benefits of the seven positions assigned to BOSE.
Auto Theft Initiative	50,000	0	6/30/12 State Recurring	This grant provides salary and benefits for one additional deputy to fill the opening created when a senior deputy is assigned to the Vehicle Theft Prevention Unit. If this grant were to end, the Sheriff's Office operating budget would have to absorb the costs related to this position.	None
Harford County Domestic Violence Initiative S*T*O*P*	25,000	15,000	9/30/13 Federal Recurring	The problem of domestic violence continues to grow in Harford County. This grant will supply overtime funding needed for the deputies to handle the required follow-up contracts, to investigate reported cases, to provide the victim with the services and protection needed, to prepare their cases for trial and to serve protective orders. If this grant were to end, the Court Services operating budget would need to absorb all program costs.	None

**GRANTS
SHERIFF'S OFFICE**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
FY 09 Justice Assistance Grant Program	50,150	0	9/30/12 Federal One-time	This funding will be used to purchase items supporting gap funding for Technology Enhancements for the CAC, Community Outreach Programs, and Deputy Welfare and Wellness. If grant were to end the Sheriff's Office operating budget would need to absorb all program costs	None
FY 10 Justice Assistance Grant Program	50,008	0	9/30/13 Federal One-time	This grant will be used to purchase and install computer mounts in agency patrol vehicles, allowing the deputy to be more efficient and improve the overall safety of the vehicle operator.	None
Harford County Sheriff's Office Badges for Baseball	18,000	0	12/31/12 State One-time	This grant allows the Sheriff's Office to assist the Boys and Girls Club of Harford County to help disadvantaged youth find a path to success that includes teaching critical life lessons, character development, team sports, and a healthy lifestyle through baseball and softball themed programs. If this grant were to end the Sheriff's Office would not be able to participate in this program.	None
Harford County Sheriff's Office North East CTSP (Smooth Operator and Operation SAVED)	20,000	0	9/30/12 State Recurring	This grant provides funding for patrol officers to work overtime to proactively seek out impaired motor vehicle operators. In addition, the HCSO will be using the overtime funds to conduct aggressive driver saturation patrols and sobriety checkpoints. If this grant were to end the HCSO would have to fund this program from their existing budget, or suspend until funds became available.	None
Replacement Body Armor	15,132	15,132	40,724 State One-time	The Harford County Detention Center's Replacement Body Armor project provides increased safety for the agency's deputies. Manufacturer's specifications require that bulletproof vests and body armor need to be replaced every 5 years. The project provides replacement body armor for deputies whose vests expire in FY 11. Grant will provide 78 replacement vests and 9 new vests.	None
TOTALS	744,520	319,455			

DEPARTMENT OF EMERGENCY OPERATIONS



EMERGENCY OPERATIONS

ORIGIN/PURPOSE:

County Council Bill #93-58 established the Division of Emergency Operations pursuant to Executive Order 89-1. This division is responsible for receiving and disseminating all emergency requests in Harford County for fire, EMS, 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 division 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.

Additionally, Emergency Operations is responsible for response to hazardous materials incidents in the County and maintaining a fully equipped and operational HazMat Team.

MISSION STATEMENT:

TO PROVIDE TIMELY, PROFESSIONAL, AND COMPASSIONATE EMERGENCY AND SUPPORT SERVICES FOR BOTH CITIZENS AND PUBLIC SAFETY PROVIDERS - ALL DAY, EVERY DAY IN AN EFFICIENT AND EFFECTIVE MANNER

FY '11 - '12 KEY GOALS:

- 1 TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING, AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS THAT WILL REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING
- 2 TO EDUCATE HARFORD COUNTY CITIZENS ON THE PROPER USE OF EMERGENCY 911
- 3 TO PROVIDE AN EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES
- 4 TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS
- 5 TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE
- 6 TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES

EMERGENCY OPERATIONS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	6,677,056	6,200,557	6,570,662	6,972,537	6,972,537
20	CONTRACTUAL SERVICES	2,892,958	2,609,024	2,859,473	3,147,600	5,470,414
30	SUPPLIES & MATERIALS	121,632	51,607	88,250	76,650	76,650
40	BUSINESS & TRAVEL	98,054	56,996	102,900	70,100	70,100
50	CAPITAL OUTLAY	2,367	2,092	4,000	3,000	3,000
70	MISCELLANEOUS	8,663,792	8,776,533	8,698,118	8,694,414	6,446,600
80	INTER-GOVERNMENTAL	13,774	26,460	26,460	0	
	GRAND TOTAL	18,469,633	17,723,269	18,349,863	18,964,301	19,039,301

SUMMARY BY FUND:

11	GENERAL	18,469,633	17,723,269	18,349,863	18,964,301	19,039,301
	GRAND TOTAL	18,469,633	17,723,269	18,349,863	18,964,301	19,039,301

SUMMARY BY DIVISION:

221000	ADMINISTRATION	1,118,969	804,520	866,160	980,886	3,228,700
222100	EMERGENCY COMMUNICATIONS CENTER	5,403,188	5,270,915	5,552,862	5,761,073	5,761,073
222200	SPECIAL OPERATIONS & SUPPORT SERVICES	2,627,507	2,500,735	2,624,035	2,931,152	2,931,152
223000	VOLUNTEER FIRE COMPANIES	8,952,856	8,896,017	8,982,456	8,982,456	6,809,642
225000	HAZMAT RESPONSE TEAM	367,113	251,082	324,350	308,734	308,734
	GRAND TOTAL	18,469,633	17,723,269	18,349,863	18,964,301	19,039,301

SUMMARY OF GRANT BUDGETS

1,958

EMERGENCY OPERATIONS

FINANCIAL NOTES:

The \$689,438 net increase in funding for Emergency Operations is the result of:

	FY 11	FY 12	CHANGE	
o	4,254,984	4,216,530	(38,454)	Full-Time Salaries
			32,471	Salary adjustments based on the recommendations of the Department of Human Resources
			(10,525)	Staff Turnover (0.25%)
			(60,400)	Offset - Two vacant Public Safety Dispatcher Probationary positions unfunded in FY 12
			<u>(38,454)</u>	
o	0	0	0	One Administrative Assistant I position abolished, position was unfunded in FY 11
o		205,570	205,570	Additional funds provided for a 27th pay which will occur in FY 12
o	139,813	144,600	4,787	Temporary Salaries - recommended reduction due to the state of the economy
o	895,814	934,311	38,497	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	344,947	541,868	196,921	Pension / Retirement rate adjustments
o	429,000	418,000	(11,000)	Overtime - recommended reduction due to the state of the economy
o	26,289	33,189	6,900	Workers' Compensation rate adjustments
o	91,650	91,850	200	Shift Differential - increase based on actual expense history
o	375,565	374,299	(1,266)	FICA adjustments
o	364,000	409,917	45,917	Telephone Service:
	FY 11	FY 12	Change	
	5,000	9,650	4,650	Administration - increase based on actual expenses
	200,000	240,000	40,000	Communications Center - based on actual expenses
	19,500	0	(19,500)	EVDO Sprint Service - reductions based on state of the economy
	3,900	5,460	1,560	Originating Agency Identifier - based on expected cost
	4,260	0	(4,260)	Satellite Phone - reductions based on state of the economy
	12,600	0	(12,600)	Wireless Web Access - reductions based on state of the economy
	66,000	94,257	28,257	SONET ring - based on expected cost
	34,000	42,000	8,000	Verizon T3 ISP (SONET) - Replaces existing T1 lines
	9,740	9,800	60	Verizon Business monthly fee - replaces existing T1 lines
	9,000	8,750	(250)	Hazmat Response Team - based on actual expenses
	<u>364,000</u>	<u>409,917</u>	<u>45,917</u>	

EMERGENCY OPERATIONS

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	1,311,465	1,467,072	155,607	Communication Service - based on actual expenses and expected cost of contracts:
	FY 11	FY 12	Change	
	35,000	37,000	2,000	Nice Freedom Logging Recorder
	2,500	1,000	(1,500)	Headset Repairs
	1,128,000	1,171,772	43,772	Motorola Maint. Contract
	10,000	21,600	11,600	Pager Repair
	20,000	40,000	20,000	Battery purchases - replace 10 year old battery's and added tower sites
	200	200	0	Administration Services
	15,000	0	(15,000)	Radio Equipment Installation
	18,765	15,500	(3,265)	Verizon VSSI PBX
	45,000	150,000	105,000	Subscriber Radio Maint.
	15,000	0	(15,000)	New equipment
	22,000	30,000	8,000	Radio repairs not covered under contract
	<u>1,311,465</u>	<u>1,467,072</u>	<u>155,607</u>	
o	35,640	47,100	11,460	Data Processing Hardware Maintenance:
	FY 11	FY 12	Change	
	15,640	24,000	8,360	UPS Contract - increase partially due to added tower sites
	10,000	14,000	4,000	Cisco Routers - based on expected IT needs
	10,000	9,100	(900)	Chart camera maintenance - decrease based on actuals
	<u>35,640</u>	<u>47,100</u>	<u>11,460</u>	
o	280,000	339,605	59,605	Data Processing Software Maintenance - all changes based on projected contract costs for FY 12:
	FY 11	FY 12	Change	
	750	750	0	EPD AQUA extended warranty
	40,880	33,000	(7,880)	ProQA software maintenance
	2,000	1,800	(200)	McAfee Virus subscription
	1,500	1,500	0	Gold Fluke Support
	8,000	8,000	0	ESRI GIS software maintenance
	10,000	0	(10,000)	Smarnet coverage
	600	600	0	Dish Satellite
	182,570	170,455	(12,115)	Interact (CAD) maintenance
	3,000	0	(3,000)	Verisign Certificates
	15,000	0	(15,000)	ESI Data Acquisition WebEOC
	2,000	1,000	(1,000)	Scriptlogic software maintenance
	1,500	0	(1,500)	Tier II Manager maintenance
	12,200	122,500	110,300	Pictometry license
	<u>280,000</u>	<u>339,605</u>	<u>59,605</u>	

EMERGENCY OPERATIONS

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	20,000	13,000	(7,000)	Operating Equipment - decrease due to grant funding offsetting the costs:
	FY 11	FY 12	Change	
	10,000	10,000	0	Generator and Tower Repairs - Special Ops
	10,000	3,000	(7,000)	Other Hazmat Equipment - SCBA Maintenance and Compressor Maintenance
	<u>20,000</u>	<u>13,000</u>	<u>(7,000)</u>	
o	38,000	12,000	(26,000)	Training Seminars, Courses - decrease due to state of the economy:
	FY 11	FY 12	Change	
	6,150	0	(6,150)	EFD & EPD Recertification
	8,250	10,000	1,750	Critical training - anticipate an increase in cost of training
	10,500	0	(10,500)	EMD Courses
	3,000	2,000	(1,000)	Hazmat training
	10,100	0	(10,100)	Other Communications Center
	<u>38,000</u>	<u>12,000</u>	<u>(26,000)</u>	
o	13,500	10,900	(2,600)	Other Supplies & Materials - decreases due to state of the economy:
	FY 11	FY 12	Change	
	600	600	0	Bar Code Supplies
	500	600	100	Maps - based on actual expense history
	3,253	3,253	0	Cardsets and training academy supplies
	1,752	1,000	(752)	Education materials
	1,000	500	(500)	Headsets for new dispatchers
	2,000	2,000	0	Training Academy
	395	0	(395)	ENP Exam Fees
	500	547	47	Job Fair Supplies - for dispatcher recruiting
	2,000	1,200	(800)	Administration supplies
	1,500	1,200	(300)	Hazmat Supplies
	<u>13,500</u>	<u>10,900</u>	<u>(2,600)</u>	

EMERGENCY OPERATIONS

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	71,762	49,908	(21,854)	Significant reductions recommended due to the state of the economy:
	FY 11	FY 12	Change	
	9,000	5,500	(3,500)	General Office Supplies
	4,750	3,000	(1,750)	Delivery Charges
	1,150	300	(850)	Audio Visual Supplies
	31,000	26,350	(4,650)	County Owned Vehicles
	5,700	3,600	(2,100)	Mileage
	6,200	5,400	(800)	Meals
	1,000	0	(1,000)	Lodging
	3,300	800	(2,500)	Professional Books
	4,000	3,000	(1,000)	Emergency Services Sirens
	5,662	1,958	(3,704)	County Match/Transfers Out
	<u>71,762</u>	<u>49,908</u>	<u>(21,854)</u>	

o	543,358	569,644	26,286	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	196,500	205,000	8,500	Electricity
	2,408	475	(1,933)	Other Rents & Utilities
	5,500	4,000	(1,500)	Heating Fuel (Gas)
	250,000	245,000	(5,000)	Emergency Reporting Systems
	11,500	14,000	2,500	County Facility Repair and Renovation
	18,000	18,920	920	Other Professional Services
	800	1,500	700	Grounds Maintenance
	40,000	58,899	18,899	Building/Custodial Services
	2,000	800	(1,200)	Printing Commercial
	14,300	15,300	1,000	Fuel Charges
	0	2,100	2,100	Non-Targeted Charges-FVS
	2,350	3,650	1,300	Membership Fees & Dues
	<u>543,358</u>	<u>569,644</u>	<u>26,286</u>	

EMERGENCY OPERATIONS

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	6,114,764	6,114,764	0 Payments to Volunteer Fire Companies - the companies, realizing the current fiscal climate, agreed to no increase in their operating funds over the FY 11 level
o	2,247,814	2,247,814	0 EMS Foundation Funding - Funding has been transferred from Volunteer Fire Department to Administration under Emergency Medical Services, per Council Amendments # 5 and 6
o	300,000	375,000	75,000 Other Insurance - increase based on actual increase in rates, Worker's Compensation for Volunteer Fire Companies, per Council Amendment # 9
o	50,000	50,000	0 Grant - Shock Trauma Capital Campaign
o	269,878	269,878	0 Volunteer Fire Company Support Services
o	26,460	0	(26,460) Fleet Management Rentals - Funding reallocated to new Fleet Replacement / Additions capital project

DEPARTMENT STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	2.00	33,100	0.00	0
Administrative Assistant II	1.00	52,599	1.00	52,599	1.00	52,599
Administrative Budget Technician II	1.00	50,513	1.00	50,513	1.00	62,004
Computer System Engineer I	2.00	97,663	2.00	97,663	2.00	97,663
Computer System Engineer IV	1.00	70,314	1.00	70,314	1.00	70,314
Deputy Manager, Emergency Operations	2.00	191,390	2.00	164,766	2.00	164,766
Electronic Services Technician	2.00	101,813	2.00	101,813	2.00	101,813
Grants Coordinator	0.00	0	0.00	0	1.00	68,700
Management Assistant II	1.00	84,703	0.00	0	0.00	0
Manager, Emergency Services	1.00	114,334	1.00	114,334	1.00	105,000
Public Safety Dispatcher, Probationary	0.00	0	0.00	0	11.00	276,655
Public Safety Dispatcher I	21.00	695,100	14.00	463,400	4.00	132,400
Public Safety Dispatcher II	14.00	522,200	15.00	559,500	11.00	410,300
Public Safety Dispatcher III	26.00	1,205,004	31.00	1,401,163	33.00	1,484,597
Public Safety Hazmat Manager	1.00	48,316	1.00	48,316	1.00	48,316
Public Safety Manager	3.00	204,112	3.00	204,112	3.00	204,112
Public Safety Shift Manager	3.00	208,292	3.00	208,292	3.00	208,292
Public Safety Supervisor	12.00	685,099	12.00	685,099	13.00	728,999
TOTAL FULL-TIME SALARIES	92.00	4,371,559	91.00	4,254,984	90.00	4,216,530
TEMPORARY SALARIES		164,813		139,813		144,600
SALARY TOTAL	92.00	4,536,372	91.00	4,394,797	90.00	4,361,130

DEPARTMENT STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		421,127		344,947		541,868
Workers' Compensation		31,940		26,289		33,189
Health Benefits		828,214		895,814		934,311
Overtime & Shift Differential		627,250		520,650		509,850
FICA		390,370		375,565		374,299
Miscellaneous		12,880		12,600		12,320
TOTAL OTHER PERSONAL SERVICES		2,311,781		2,175,865		2,405,837
TOTAL 27TH PAY COST		0		0		205,570
TOTAL FURLOUGH SAVINGS		(10,089)		0		0
TOTAL PERSONAL SERVICES	92.00	6,838,064 *	91.00	6,570,662	90.00	6,972,537

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: EMERGENCY OPERATIONS

DIVISION: Administration

INDEX: 221000

ORIGIN/PURPOSE:

The Administration of the Division of Emergency Operations oversees the County's Emergency Communications Center including County Public Safety Answering Point (PSAP), the Hazardous Material Response Team, and Emergency Management and Division Support Services.

Responsibilities include the overall direction and administration of all Emergency Operations activities / programs.

FY '11 - '12 GOALS & OBJECTIVES:

- 1 TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING, AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS THAT WILL REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING
 - o To provide essential emergency public information to 100% of County households on an annual basis
 - o To conduct a minimum of one public safety exercise per quarter that will include all appropriate governmental and volunteer agencies on an annual basis
 - o To maintain public alert and warning systems with a 95% availability, ensuring alternate plans for warnings are always in place
- 2 TO EDUCATE HARFORD COUNTY CITIZEN'S ON THE PROPER USE OF EMERGENCY 911
 - o To increase the number of school age children contacted via the public education program

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	720,810	363,917	517,882	630,055	630,055
20	CONTRACTUAL SERVICES	320,407	276,558	280,568	313,781	2,561,595
30	SUPPLIES & MATERIALS	44,032	15,697	28,100	19,100	19,100
40	BUSINESS & TRAVEL	30,724	20,588	21,850	17,950	17,950
70	MISCELLANEOUS	(6,202)	110,000	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND EXP	9,198	17,760	17,760	0	0
	GRAND TOTAL	<u>1,118,969</u>	<u>804,520</u>	<u>866,160</u>	<u>980,886</u>	<u>3,228,700</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>1,118,969</u>	<u>804,520</u>	<u>866,160</u>	<u>980,886</u>	<u>3,228,700</u>

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Administration****INDEX: 221000****FINANCIAL NOTES:**

The \$2,362,540 net increase in funding for Emergency Operations - Administration is the result of:

	FY 11	FY 12	CHANGE
o	395,647	433,404	37,757 Full-time Salaries 37,757 Staff Turnover <u>9.54%</u>
o	0	0	0 One Administrative Assistant I position abolished, position was unfunded in FY 11
o		19,215	19,215 Additional funds provided for a 27th pay which will occur in FY 12
o	52,132	74,862	22,730 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	32,443	56,343	23,900 Pension / Retirement rate adjustments
o	0	5,000	5,000 Overtime - increase based on actual expense history
o	0	200	200 Shift Differential - increase based on actual expense history
o	7,020	6,194	(826) Workers' Compensation rate adjustments
o	29,800	33,997	4,197 FICA adjustments
o	0	2,247,814	2,247,814 Emergency Medical Services - this funding transferred from The Volunteer Fire Department under the EMS Foundation to Emergency Operations Administration Division for improved accountability, per Council Amendment # 6

INDEX: 221000

DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES
DIVISION: ADMINISTRATION

Index No. 221000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	2.00	33,100	0.00	0 A
Administrative Assistant II	1.00	52,599	1.00	52,599	1.00	52,599
Administrative Budget Technician II	1.00	50,513	1.00	50,513	1.00	62,004
Deputy Manager, Emergency Operations	1.00	86,766	1.00	86,766	1.00	86,766
Grants Coordinator	0.00	0	0.00	0	1.00	68,700 B
Management Assistant II	1.00	84,703	0.00	0	0.00	0
Manager, Emergency Services	1.00	114,334	1.00	114,334	1.00	105,000
Public Safety Supervisor	1.00	58,335	1.00	58,335	1.00	58,335
SALARY TOTAL	7.00	487,357	7.00	395,647	6.00	433,404
OTHER PERSONAL SERVICES						
Pension & Retirement		46,884		32,443		56,343
Workers' Compensation		7,797		7,020		6,194
Health Benefits		46,589		52,132		74,862
Overtime & Shift Differential		600		0		5,200
FICA		38,201		29,800		33,997
Miscellaneous		980		840		840
TOTAL OTHER PERSONAL SERVICES		141,051		122,235		177,436
TOTAL 27TH PAY COST		0		0		19,215
TOTAL FURLOUGH SAVINGS		(10,089)		0		0
TOTAL PERSONAL SERVICES	7.00	618,319 *	7.00	517,882	6.00	630,055

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant I position abolished, position was unfunded in FY 11 - #0477

B - One (1) Administrative Assistant I position reclassified as a Grants Coordinator - #3197

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Emergency Communications Center****INDEX: 222100****ORIGIN/PURPOSE:**

The Emergency Communications Center staff answers all emergency fire, ambulance, and police calls. Dispatchers handle requests for fire, ambulance, and law enforcement assistance.

It is the County's primary answering point for the National Warning System. The staff is responsible for disseminating information to essential officials during a National, State, or Local emergency; provides support services for County volunteer fire and ambulance personnel; and utilizes Emergency Medical Dispatch, Emergency Fire Dispatch, Emergency Police Dispatch, as well as Computer Aided Dispatch.

Law Enforcement Service providers include the Harford County Sheriff's Office, the Bel Air, Havre de Grace, Aberdeen, and Aberdeen Proving Ground Police Departments as well as the Bel Air and JFK Barracks of the Maryland State Police.

FY '11 - '12 GOALS & OBJECTIVES:

- 3 TO PROVIDE EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES
 - o To offer correct pre and post dispatch instructions to emergency callers
- 4 TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS
 - o To ensure prompt and courteous responses to incoming telephone calls

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	4,820,842	4,715,350	4,982,447	5,186,273	5,186,273
20	CONTRACTUAL SERVICES	548,691	536,936	513,765	545,475	545,475
30	SUPPLIES & MATERIALS	14,134	6,661	11,600	9,500	9,500
40	BUSINESS & TRAVEL	19,448	12,039	45,050	19,825	19,825
70	MISCELLANEOUS	73	(71)	0	0	0
	GRAND TOTAL	5,403,188	5,270,915	5,552,862	5,761,073	5,761,073
	<u>FUNDING SOURCE:</u>					
11	GENERAL	5,403,188	5,270,915	5,552,862	5,761,073	5,761,073

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Emergency Communications Center****INDEX: 222100****FINANCIAL NOTES:**

The \$208,211 net increase in funding for Emergency Operations - Emergency Communications Center is the result of:

	FY 11	FY 12	CHANGE	
o	3,186,180	3,109,969	(76,211)	Full-Time Salaries
			32,471	Salary adjustments based on the recommendations of the Department of Human Resources
			(48,282)	Staff Turnover (1.52%)
			(60,400)	Offset - Two vacant Public Safety Dispatcher Probationary unfunded in FY 12
			<u>(76,211)</u>	
o		150,940	150,940	Additional funds provided for a 27th pay which will occur in FY 12
o	38,213	43,000	4,787	Temporary Salaries - increase based on actual expense history
o	719,682	707,582	(12,100)	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	261,267	404,296	143,029	Pension / Retirement rate adjustments
o	14,264	23,388	9,124	Workers' Compensation rate adjustments
o	282,621	277,158	(5,463)	FICA adjustments
o	380,000	370,000	(10,000)	Overtime - decrease due to state of the economy
o	56,265	53,500	(2,765)	Communication Service
	FY 11	FY 12	Change	
	35,000	37,000	2,000	Nice Freedom Logging Recorder - formerly Dictaphone
	2,500	1,000	(1,500)	Headset Repairs
	18,765	15,500	(3,265)	Verizon / VSSI - PBX contract
	<u>56,265</u>	<u>53,500</u>	<u>(2,765)</u>	

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Emergency Communications Center****INDEX: 222100****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	10,000	8,500	(1,500)	Other Supplies & Materials:
	FY 11	FY 12	Change	
	600	600	0	Bar Code Supplies
	500	600	100	Maps - increase based on actual expense history
	3,253	3,253	0	Cardset Maint for all
	1,752	1,000	(752)	911 Education Materials - reduced due to economy
	1,000	500	(500)	Headsets for new dispatchers
	2,000	2,000	0	Training Academy
	395	0	(395)	ENP Exam Fees
	500	547	47	Job Fair Supplies - for dispatcher recruiting
	<u>10,000</u>	<u>8,500</u>	<u>(1,500)</u>	
o	35,000	10,000	(25,000)	Training Seminars & Courses - decreases due to state of the economy:
	FY 11	FY 12	Change	
	8,250	0	(8,250)	EMD Courses
	10,500	10,000	(500)	Critical Training
	6,150	0	(6,150)	EFD & FPD Recerts
	10,100	0	(10,100)	Other, including training for supervisors
	<u>35,000</u>	<u>10,000</u>	<u>(25,000)</u>	
o	459,650	497,350	37,700	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	6,500	6,000	(500)	Electricity
	200,000	240,000	40,000	Telephone Service
	250,000	245,000	(5,000)	Emergency Reporting Systems
	3,000	3,500	500	Fuel Charges
	0	400	400	Non-Targeted Charges
	150	2,450	2,300	Membership Fees & Dues - mandatory reaccreditation fees
	<u>459,650</u>	<u>497,350</u>	<u>37,700</u>	
o	5,400	1,400	(4,000)	Significant reductions recommended due to the state of the economy:
	FY 11	FY 12	Change	
	600	0	(600)	Audio Visual Supplies
	1,500	500	(1,000)	Mileage
	1,300	900	(400)	Meals
	2,000	0	(2,000)	Professional Books
	<u>5,400</u>	<u>1,400</u>	<u>(4,000)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES

DIVISION: EMERGENCY COMMUNICATIONS CENTER

Index No. 222100

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Public Safety Dispatcher, Probationary	0.00	0	0.00	0	11.00	276,655 A
Public Safety Dispatcher I	21.00	695,100	14.00	463,400	4.00	132,400
Public Safety Dispatcher II	14.00	522,200	15.00	559,500	11.00	410,300 B
Public Safety Dispatcher III	26.00	1,205,004	31.00	1,401,163	33.00	1,484,597 C
Public Safety Manager	1.00	64,229	1.00	64,229	1.00	64,229
Public Safety Shift Manager	3.00	208,292	3.00	208,292	3.00	208,292
Public Safety Supervisor	9.00	489,596	9.00	489,596	10.00	533,496 D
TOTAL FULL-TIME SALARIES	74.00	3,184,421	73.00	3,186,180	73.00	3,109,969
TEMPORARY SALARIES		38,213		38,213		43,000
SALARY TOTAL	74.00	3,222,634	73.00	3,224,393	73.00	3,152,969
OTHER PERSONAL SERVICES						
Pension & Retirement		306,341		261,267		404,296
Workers' Compensation		15,025		14,264		23,388
Health Benefits		654,000		719,682		707,582
Overtime & Shift Differential		540,000		470,000		460,000
FICA		281,722		282,621		277,158
Miscellaneous		10,360		10,220		9,940
TOTAL OTHER PERSONAL SERVICES		1,807,448		1,758,054		1,882,364
TOTAL 27TH PAY COST		0		0		150,940
TOTAL PERSONAL SERVICES	74.00	5,030,082 *	73.00	4,982,447	73.00	5,186,273

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - Seven (7) Public Safety Dispatcher I filled as a Public Safety Dispatcher Probationary - # 0074, 0076, 1871, 2825, 3196, 3263, 3305

Two (2) Public Safety Dispatcher II filled as a Public Safety Dispatcher Probationary - # 1462 and 2452

Two (2) Public Safety Dispatcher III filled as a Public Safety Dispatcher Probationary - # 0078 and 3015

Two (2) Public Safety Dispatchers, Probationary unfunded in FY 12 - # 1871 and 3263

B - Three (3) Public Safety Dispatcher I Promoted to Public Safety Dispatcher II - # 2179, 2181 and 3198

C - Five (5) Public Safety Dispatcher II Promoted to Public Safety Dispatcher III - # 0060, 2113, 3019, 3260 & 3262

D - One (1) Public Safety Dispatcher III Promoted to Public Safety Supervisor - # 3259

EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide an efficient dispatch system to ensure an adequate response to emergencies.

Department Objective

To offer correct pre- and post-dispatch instructions to emergency callers.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Projected 2012
<u>Input:</u>					
Minimum number of positions to staff (three shifts)	29	29	28	29	28
<u>Output:</u>					
Total number of 911 calls processed	100,096	104,473	104,914	106,000	110,000
Total number of Emergency Medical Service dispatches	20,620	17,199	22,184	18,000	23,000
<u>Efficiency:</u>					
Number of Emergency Medical dispatch calls per minimum position	711	593	792	620	821
Percent of incoming 911 calls requiring Emergency Medical dispatch	20.6%	16.5%	21.0%	17.0%	20.0%
<u>Service Quality:</u>					
Number of Emergency Medical Service calls reviewed by Quality Assurance	913	1,204	1,253	1,200	1,200
<u>Outcome:</u>					
Percent of calls scoring above 95 percentile in QA Review	97.1%	99.8%	98.2%	99.5%	99.5%
Percent of calls scoring above 75 percentile in QA Review	99.5%	99.7%	99.7%	99.5%	99.5%

Explanation and Analysis of Performance Measures

Total calls requiring Emergency Medical Dispatch calculated from CAD dispatch stats. Number represents total Emergency Medical Service Dispatched minus Hospital to Hospital Transfers and Mutual Aid dispatches to APG, Baltimore County, Cecil County, and York County.

EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To educate Harford County citizens on the proper use of Emergency 911.

Department Objective

To increase the number of school age children contacted via the public education program.

County Goal(s) Supported

I. Public Safety

II. Education

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated (Dollars allocated includes 911 Education Program materials, overtime costs, & tent rental for Farm Fair)	\$15,000	\$10,500	\$1,752	\$2,000	\$2,000
Number of staff hours used	250	22	20	20	20
<u>Output:</u>					
Number of children trained on proper use of 911	5,000	500	500	500	500
Number of events held to train children	75	11	9	10	10
<u>Efficiency:</u>					
Number of children trained per staff hour	20.00	22.70	25.00	25.00	25.00
<u>Service Quality:</u>					
Number of 911 Public Education training sessions requested	90	31	36	40	60
Percentage of requested training sessions that were completed	92%	35%	55%	25%	33%
<u>Outcome:</u>					
Total number of incoming calls to 911 Center	100,096	104,473	104,914	110,000	110,000
Total number of abandoned calls to 911 Center	12,116	17,539	15,273	20,000	20,000
Percentage of calls that are abandoned	12%	17%	15%	18%	18%

Explanation and Analysis of Performance Measures

In order to provide the best 911 center for our citizens, we must educate our school age children. We can accomplish this through school education, providing tours, etc. Part of this effort includes educating citizens not to abandon 911 calls. Through these efforts, we hope to lower the percentage of calls that are abandoned. Note: Output for Projected 2009 and Goal 2010 reduced due to decrease in budget allocation for the 911 Education Program.

EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To assure services we offer meet the needs and expectations of citizens and field providers.

Department Objective

To ensure prompt and courteous responses to incoming telephone calls.

County Goal(s) Supported

I. Public Safety

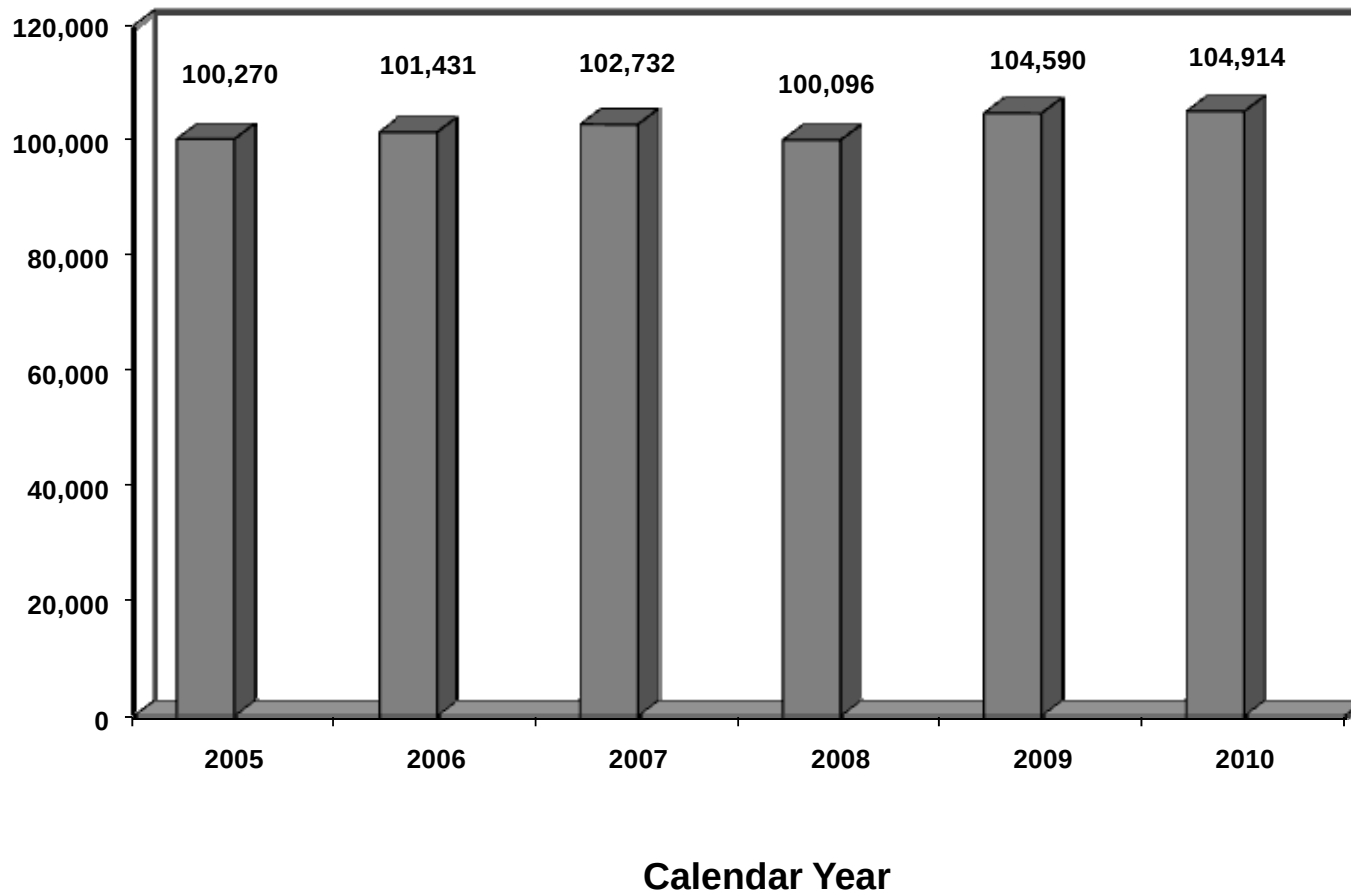
III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Number of actual staff (Calltaker Workteams)	25	21	19	22	23
<u>Output:</u>					
Number of calls received in Communications Center	306,823	293,708	280,058	315,000	315,000
Number of calls handled in 0-10 seconds	299,263	285,847	276,221	305,550	311,850
<u>Efficiency:</u>					
Number of calls per position per year	12,273	13,986	14,740	14,318	13,695
<u>Service Quality:</u>					
Number of citizen complaints	4	6	10	8	8
<u>Outcome:</u>					
Percent of calls handled in 0-10 seconds	97.5%	97.3%	98.6%	97.0%	98.0%
Ratio of citizen complaints to calls received	1:76,705	1:48,951	1:28,005	1:39,375	1:39,375

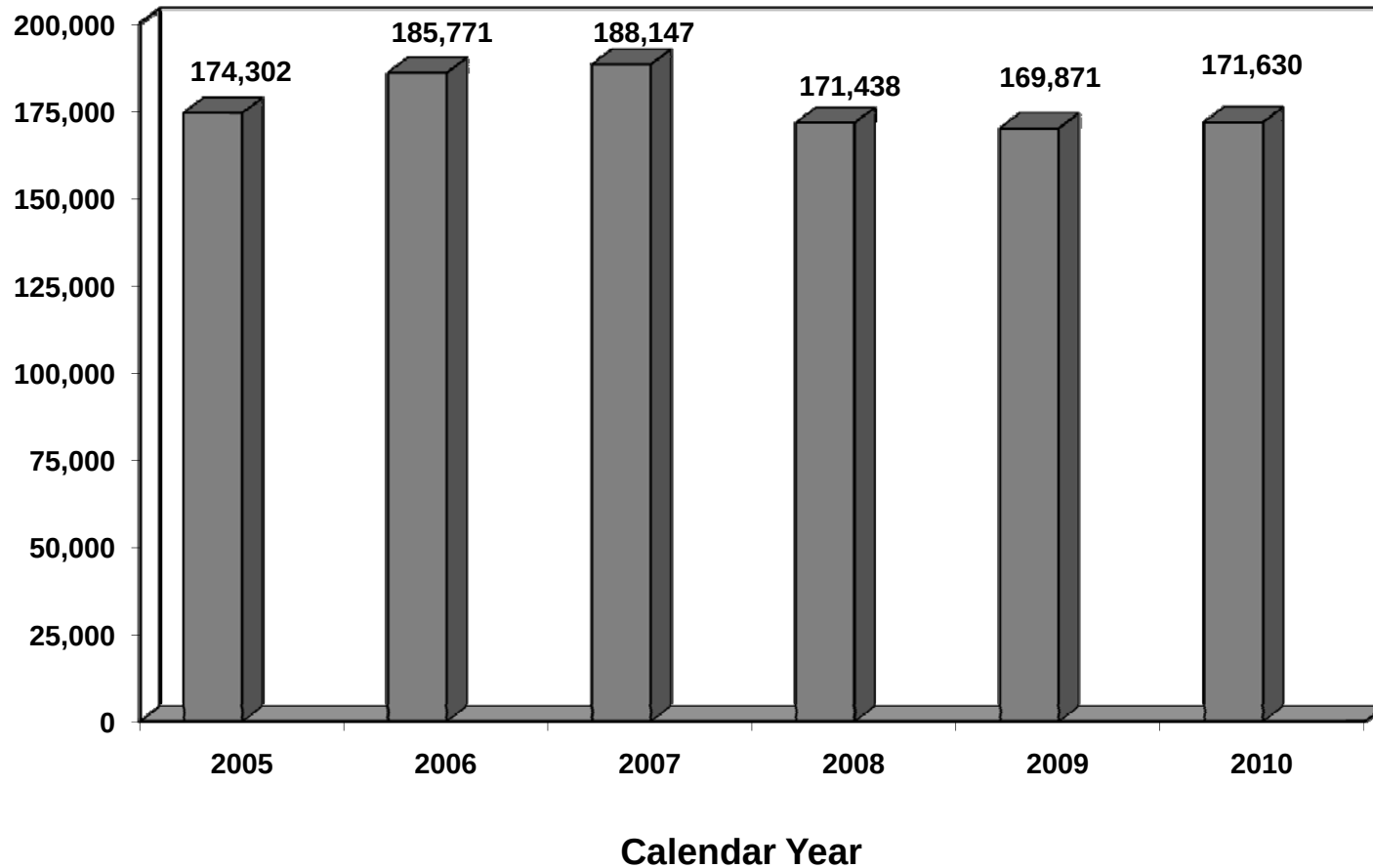
Explanation and Analysis of Performance Measures

In order to ensure prompt and courteous responses to citizens, we must monitor the number of calls received, the speed with which they were answered, and the number of citizen complaints received.

EMERGENCY OPERATIONS 911 CALLS FOR SERVICE



FIRE / EMS / LAW ENFORCEMENT CALLS DISPATCHED



DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Special Operations and Support Services****INDEX: 222200****ORIGIN/PURPOSE:**

The Special Operations and Technical Services staff provides support for all areas of communication, information technology and Hazmat Response as well as the County's Mobile Communication Unit.

Special Operations is responsible for 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 Technical 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.).

FY '11 - '12 GOAL & OBJECTIVE:

5 TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE

- o To ensure compliance with all federal and state regulations regarding emergency preparedness

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	909,418	933,629	861,945	945,083	945,083
20	CONTRACTUAL SERVICES	1,695,026	1,544,637	1,738,140	1,971,594	1,971,594
30	SUPPLIES & MATERIALS	11,829	7,043	6,500	6,500	6,500
40	BUSINESS & TRAVEL	4,291	4,634	4,750	4,975	4,975
50	CAPITAL OUTLAY	2,367	2,092	4,000	3,000	3,000
80	INTERGOVERNMENTAL	4,576	8,700	8,700	0	0
	GRAND TOTAL	<u>2,627,507</u>	<u>2,500,735</u>	<u>2,624,035</u>	<u>2,931,152</u>	<u>2,931,152</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>2,627,507</u>	<u>2,500,735</u>	<u>2,624,035</u>	<u>2,931,152</u>	<u>2,931,152</u>

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Special Operations and Support Services****INDEX: 222200****FINANCIAL NOTES:**

The \$307,117 net increase in funding for Emergency Operations - Special Operations and Support Services is the result of:

	FY 11	FY 12	CHANGE	
o		29,113	29,113	Additional funds provided for a 27th pay which will occur in FY 12
o	111,149	137,150	26,001	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	3,449	2,481	(968)	Workers' Compensation rate adjustments
o	51,237	81,229	29,992	Pension / Retirement rate adjustments
o	19,000	18,000	(1,000)	Overtime - decrease due to state of the economy
o	150,000	151,517	1,517	Telephone Service - all changes based on projected cost of contracts for FY 12 and grant funding offsets:
	FY 11	FY 12	Change	
	3,900	5,460	1,560	Originating Agency Identifier
	4,260	0	(4,260)	Satellite Phone Yearly Cost
	12,600	0	(12,600)	Wireless Web Access
	66,000	94,257	28,257	Verizon OC3 (Sonnet Ring) Costs
	19,500	0	(19,500)	Fire Station connections
	34,000	42,000	8,000	Verizon T3 ISP - replaces T1 lines
	9,740	9,800	60	Verizon Business Monthly Fee - replaces existing T1 lines
	150,000	151,517	1,517	
o	1,255,000	1,413,372	158,372	Communication Service - based on expected cost of contract and decrease due to state of the economy:
	FY 11	FY 12	Change	
	1,128,000	1,171,772	43,772	Motorola Radio Maintenance Contract
	10,000	21,600	11,600	Pager repairs
	20,000	40,000	20,000	Battery purchases - replace 10 year old battery's and added tower sites
	15,000	0	(15,000)	Radio equipment installation and removal
	45,000	150,000	105,000	Subscriber radio maintenance.
	22,000	30,000	8,000	Radio repairs not covered by contract - based on actuals
	15,000	0	(15,000)	New equipment - mobile
	1,255,000	1,413,372	158,372	

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Special Operations and Support Services****INDEX: 222200****FINANCIAL NOTES:**

o	35,640	47,100	11,460	Data Processing Hardware Maintenance:			
				FY 11	FY 12	Change	
				15,640	24,000	8,360	UPS Contract - increase partially due to added tower sites
				10,000	14,000	4,000	Cisco Router/Switcher/Firewalls
				10,000	0	(10,000)	Chart Camera Maintenance - based on grant offset
				0	9,100	9,100	EOC Server Maintenance new for FY 12
				35,640	47,100	11,460	
o	280,000	339,605	59,605	Data Processing Software Maintenance - all changes based on projected contract costs for FY 12:			
				FY 11	FY 12	Change	
				2,000	1,000	(1,000)	Scriptlogic software maint. - due to expected IT needs
				3,000	0	(3,000)	Verisign certificates
				1,500	0	(1,500)	Tier II Manager Maintenance - due to expected IT needs
				750	750	0	EPD AQUA extended warranty
				40,880	33,000	(7,880)	ProQA software maintenance
				2,000	1,800	(200)	McAfee Virus Subscription
				1,500	1,500	0	Gold Fluke Support for existing network
				10,000	0	(10,000)	Smartnet coverage for existing network
				8,000	8,000	0	ESRI GIS software maintenance
				600	600	0	Dish Satellite
				182,570	170,455	(12,115)	Interact (CAD) maintenance
				15,000	0	(15,000)	ESI Data Acquisition WebEOC
				12,200	122,500	110,300	Pictometry software license
				280,000	339,605	59,605	
o	10,700	13,450	2,750	Line items significantly adjusted, based on actual expense history and due to state of the economy:			
				FY 11	FY 12	Change	
				7,500	10,000	2,500	County Facility Renovation and Repair
				3,000	3,350	350	County Owned Vehicles
				200	100	(100)	Mileage
				10,700	13,450	2,750	
o	4,000	3,000	(1,000)	Emergency Services Sirens - decrease due to state of the economy			
o	8,700	0	(8,700)	Fleet Management Rentals - Funding reallocated to new Fleet Replacement/Additions capital project			

DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES

DIVISION: SPECIAL OPERATIONS AND TECHNICAL SERVICES

Index No. 222200

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Computer System Engineer I	2.00	97,663	2.00	97,663	2.00	97,663
Computer System Engineer IV	1.00	70,314	1.00	70,314	1.00	70,314
Deputy Manager, Emergency Operations	1.00	104,624	1.00	78,000	1.00	78,000
Electronic Services Technician	2.00	101,813	2.00	101,813	2.00	101,813
Public Safety Manager	2.00	139,883	2.00	139,883	2.00	139,883
Public Safety Supervisor	2.00	137,168	2.00	137,168	2.00	137,168
SALARY TOTAL	10.00	651,465	10.00	624,841	10.00	624,841
OTHER PERSONAL SERVICES						
Pension & Retirement		67,902		51,237		81,229
Workers' Compensation		7,071		3,449		2,481
Health Benefits		115,053		111,149		137,150
Overtime & Shift Differential		31,500		20,500		19,500
FICA		52,859		49,369		49,369
Miscellaneous		1,400		1,400		1,400
TOTAL OTHER PERSONAL SERVICES		275,785		237,104		291,129
TOTAL 27TH PAY COST		0		0		29,113
TOTAL PERSONAL SERVICES	10.00	927,250 *	10.00	861,945	10.00	945,083

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	297,608	236,265	300,000	300,000	375,000
70	MISCELLANEOUS	8,655,248	8,659,752	8,682,456	8,682,456	6,434,642
	GRAND TOTAL	8,952,856	8,896,017	8,982,456	8,982,456	6,809,642
	<u>FUNDING SOURCE:</u>					
11	GENERAL	8,952,856	8,896,017	8,982,456	8,982,456	6,809,642

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Volunteer Fire Companies****INDEX: 223000****FINANCIAL NOTES:**

The (\$2,172,814) net decrease in funding for Emergency Operations - Volunteer Fire Companies is the result of:

	FY 11	FY 12	CHANGE	
o	300,000	375,000	75,000	Other Insurance - increase based on actual increase in rates for Worker's Compensation Insurance, per Council Amendment # 1
o	6,114,764	6,114,764	0	Funds provided to each Fire Company:
				FY 11 FY 12 Change
				Bel Air 911,182 911,182 0
				Abingdon 760,279 760,279 0
				Joppa 724,668 724,668 0
				Aberdeen 639,532 639,532 0
				Susquehanna 394,598 394,598 0
				HDG Ambulance 219,284 219,284 0
				Jarrettsville 466,444 466,444 0
				Fallston 482,374 482,374 0
				Darlington 382,929 382,929 0
				Whiteford 371,722 371,722 0
				Level 403,448 403,448 0
				Norrisville 358,304 358,304 0
				6,114,764 6,114,764 0
o	50,000	50,000	0	Grant to Shock Trauma Capital Campaign
o	42,000	42,000	0	Funds included for fire / rescue and EMT trainee program for high school seniors to be paid to Maryland Fire and Rescue Institute (MFRI)
o	2,247,814	0	(2,247,814)	EMS Foundation - decrease as funding has been transferred to Emergency Operations - Administration under Medical Services per Council Amendment # 5
o	227,878	227,878	0	Funds provided for support services:
				FY 11 FY 12 Change
				Fire Training 8,010 8,010 0
				Administration 13,734 13,734 0
				Safety 1,144 1,144 0
				Fire Prevention 19,456 19,456 0
				EMS Ops & Training 57,222 57,222 0
				Recruitment 12,590 12,590 0
				Immunizations 5,722 5,722 0
				Technical Rescue Team 110,000 110,000 0
				227,878 227,878 0

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: 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 t Volunteer Fire Companies of Harford County in controlling spills, leaks and releases of toxic, flammable, or environmentally threatening chemicals All of the members of the team must be certified HAZMAT technicians as required by OSHA.

The team investigates, in cooperation with local enforcement agencies and the Maryland Department of the Environment, alleged environmental c

FY '11 - '12 GOAL & OBJECTIVE**TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES**

- o To assure prevention of HazMat incidents through inspection and public education programs each year

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	225,986	187,661	208,388	211,126	211,126
20	CONTRACTUAL SERVICES	31,226	14,628	27,000	16,750	16,750
30	SUPPLIES & MATERIALS	51,637	22,206	42,050	41,550	41,550
40	BUSINESS & TRAVEL	43,591	19,735	31,250	27,350	27,350
70	MISCELLANEOUS	14,673	6,852	15,662	11,958	11,958
	GRAND TOTAL	<u>367,113</u>	<u>251,082</u>	<u>324,350</u>	<u>308,734</u>	<u>308,734</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>367,113</u>	<u>251,082</u>	<u>324,350</u>	<u>308,734</u>	<u>308,734</u>

FINANCIAL NOTES:

The (\$15,616) net decrease in funding for the Emergency Operations - Hazardous Materials Response Team is the net result of:

	FY 11	FY 12	CHANGE
o		6,302	6,302 Additional funds provided for a 27th pay which will occur in FY 12
o	12,851	14,717	1,866 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	1,556	1,126	(430) Workers' Compensation rate adjustments
o	30,000	25,000	(5,000) Overtime - reduced due to state of the economy

DEPARTMENT: EMERGENCY OPERATIONS**DIVISION: Hazardous Materials Response Team****INDEX: 225000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	60,100	45,450	(14,650)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	9,000	8,750	(250)	Telephone Service
	10,000	3,000	(7,000)	Operating Equipment - WMD meter maintenance
	8,000	5,000	(3,000)	Building/Custodial Services
	400	200	(200)	Audio Visual Supplies
	1,500	1,200	(300)	Other Supplies & Materials
	5,800	6,500	700	Fuel Charges
	0	1,500	1,500	Non-Targeted Charges-FVS
	16,000	13,000	(3,000)	County Owned Vehicles
	3,000	2,500	(500)	Mileage
	1,400	1,000	(400)	Meals
	1,000	0	(1,000)	Lodging
	1,000	800	(200)	Professional Books
	3,000	2,000	(1,000)	Training Seminars
	<u>60,100</u>	<u>45,450</u>	<u>(14,650)</u>	
o	5,662	1,958	(3,704)	County Match / Transfers Out:
	FY 11	FY 12	Change	
	2,812	1,958	(854)	HMEP Planning Grant
	2,850	0	(2,850)	HMEP Training Grant
	<u>5,662</u>	<u>1,958</u>	<u>(3,704)</u>	
o	10,000	10,000	0	Payments to Volunteer Fire Companies - Hazmat related

DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES
DIVISION: HAZMAT RESPONSE TEAM

Index No. 225000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Public Safety Hazmat Manager	1.00	48,316	1.00	48,316	1.00	48,316
TOTAL FULL-TIME SALARIES	1.00	48,316	1.00	48,316	1.00	48,316
TEMPORARY SALARIES		126,600		101,600		101,600
SALARY TOTAL	1.00	174,916	1.00	149,916	1.00	149,916
OTHER PERSONAL SERVICES						
Workers' Compensation		2,047		1,556		1,126
Health Benefits		12,572		12,851		14,717
Overtime & Shift Differential		55,150		30,150		25,150
FICA		17,588		13,775		13,775
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		87,497		58,472		54,908
TOTAL 27TH PAY COST		0		0		6,302
TOTAL PERSONAL SERVICES	1.00	262,413 *	1.00	208,388	1.00	211,126

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Community Right to Know FY11	5,367	0	2/28/2012 State Recurring	For Harford County LEPC, these grants will be used for activities associated with the State and local government obligations and responsibilities under the federal emergency planning and community right to know act. These activities include data management, emergency planning, training and response and compliance. In order to fulfill the duties and responsibilities of the EPCRA, the operating budget would be reduced impacting the ability to sustain standard operations.	Operating funds would need to be used, decreasing the amount of available funds for budgeted expenses.
Community Right to Know FY10	5,367	0	2/28/2011 State Recurring	For Harford County LEPC, these grants will be used for activities associated with the State and local government obligations and responsibilities under the federal emergency planning and community right to know act. These activities include data management, emergency planning, training and response and compliance. In order to fulfill the duties and responsibilities of the EPCRA, the operating budget would be reduced impacting the ability to sustain standard operations.	Operating funds would need to be used, decreasing the amount of available funds for budgeted expenses.
Emergency Management Performance Grant FY 12	150,000	0	9/30/2012 Federal One Time	This grant will be used to cover planning salaries and to cover the cost of allowable equipment, exercise and training cost. There would be an impact on the operating budget that could impact the availability of funds to sustain vital employees and equipment.	None
Exelon Nuclear Emergency Planning	15,006	0	None Other Recurring	The purpose of this funding is to help cover the salary and benefit expenses for the Emergency Planner II position at Emergency Operations. If Exelon Generation Company did not donate the funds, the salary and benefits for the Emergency Planner II would be charged to the operating budget.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Hazardous Materials Emergency Preparedness Grant Program FY 11	3,786	947	9/30/2011 Federal Unknown	Grant funds are provided to increase State and local effectiveness in safely and efficiently handling hazardous materials incidents. To enhance implementation of Emergency Planning and Community Right to Know Act of 1986 (EPCRA). The County would be responsible for placing funding in the operating budget to cover the costs associated with on site staffing support associated with the Abbottsville Simulator Training as well as the Commodity Flow Study.	None
Hazardous Materials Emergency Preparedness Grant Program FY 09 (Planning)	4,811	1,011	Unknown Federal Unknown	Grant funds are provided to increase State and local effectiveness in safely and efficiently handling hazardous materials incidents. To enhance implementation of Emergency Planning and Community Right to Know Act of 1986 (EPCRA). The County would be responsible for placing funding in the operating budget to cover the costs associated with on site staffing support associated with the Abbottsville Simulator Training as well as the Commodity Flow Study.	None
State Homeland Security Program FY 07	419,428	0	03/31/2010 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
State Homeland Security Program FY 08	656,664	0	05/31/2011 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	County will be responsible for salary & benefits expenses for Emergency Planner II in addition to maintenance and upkeep costs for equipment purchased with grant funding.
State Homeland Security Program FY 09	603,670	0	04/30/2012 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	Operating funds would need to be used decreasing the amount of available funds for budgeted expenses.
State Homeland Security Program FY 10	572,082	0	04/30/2013 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	Operating funds would need to be used decreasing the amount of available funds for budgeted expenses.

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 11	500,000	0	Unknown Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 08 (CMARC)	433,500	0	03/31/2011 Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 09 (CMARC)	1,000,000	0	Unknown Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None

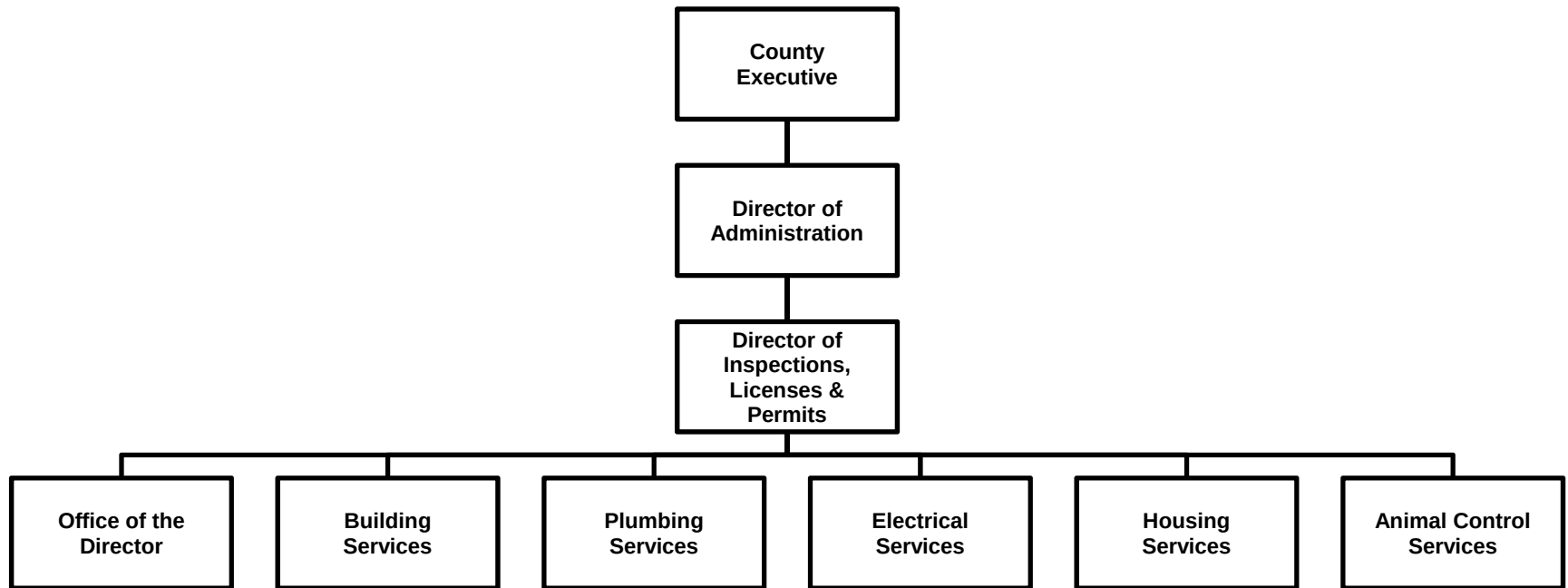
**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
COPS Technology Grant FY 10	750,000	0	12/15/2012 Federal One Time	The COPS Technology Grant will enhance the public safety radio system by putting radios in the hands of law enforcement that will be interoperable with the rest of the Harford County and regional systems.	None
Exelon Grant FY 11	35,000	0	12/15/2012 Federal Recurring	The Exelon Grant helps to cover the salary and benefit expenses for the Emergency Planner II position at Emergency Operations	None
Exelon Grant FY 12 (tentative)	35,000	0	12/15/2013 Federal Recurring	The Exelon Grant helps to cover the salary and benefit expenses for the Emergency Planner II position at Emergency Operations	None
Homeland Security Grant Program Citizen Corp Program FY 09	7,905	0	04/30/2012 Federal One Time	The Citizens Corp mission is to bring community and government leaders together to coordinate the involvement of community members and organizations in emergency preparedness, planning, mitigation, response and recovery. If the Citizens Corps grant was not funded program related costs would reduce the operating budget.	None
Homeland Security Grant Program UASI FY 09	907,588	0	05/31/2012 State One Time	Since its inception in FY 2003 the intent of the UASI program has been to enhance regional preparedness in major metropolitan areas. This program directly supports the National Priority on expanding regional collaboration. The intent is to assist participating jurisdictions in developing integrated regional systems for prevention, protection, response and recovery. The FY 2008 UASI program continues this mission by providing financial assistance to address the unique multi-discipline planning, organization, equipment, training and exercise needs.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Homeland Security Grant Program UASI FY 10	1,193,924	0	05/31/2013 State One Time	Since its inception in FY 2003 the intent of the UASI program has been to enhance regional preparedness in major metropolitan areas. This program directly supports the National Priority on expanding regional collaboration. The intent is to assist participating jurisdictions in developing integrated regional systems for prevention, protection, response and recovery. The FY 2008 UASI program continues this mission by providing financial assistance to address the unique multi-discipline planning, organization, equipment, training and exercise needs.	None
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 10 (CMARC)	1,450,000	0	05/31/2013 Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None
Interoperable Emergency Communications Grant FY 09	194,086	0	02/28/2011 Federal One Time	The FY 08 Interoperable Emergency Communications Grant Program was created to improve local, regional, statewide and national interoperable emergency communications. The operating budget will be reduced impacting the availability of funds to carry out standard operations.	None
Interoperable Emergency Communications Grant FY 10 (tentative)	194,086	0	02/28/2012 Federal One Time	The FY 08 Interoperable Emergency Communications Grant Program was created to improve local, regional, statewide and national interoperable emergency communications. The operating budget will be reduced impacting the availability of funds to carry out standard operations.	None
Maryland Institute for Emergency Medical Services Systems (MIEMSS) Emergency Medical Dispatch Grant	2,000	0.00	09/01/2011 State Recurring	The Grant will be used for mandatory Emergency Medical Dispatch Training. The County would be responsible for allotting funding in the operating budget for this mandatory training.	None
TOTALS	9,139,270	1,958			

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, and electrical installations, manufactured housing, abandoned buildings and animal control. This Department has the responsibility to administer and issue all County licenses and plumbing 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 construction 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:

TO PROVIDE HIGH QUALITY INSPECTION SERVICES TO RESIDENTIAL AND COMMERCIAL PROJECTS THAT WILL PROTECT THE HEALTH, SAFETY, AND WELFARE OF HARFORD COUNTY CITIZENS, AS WELL AS PROTECT CURRENT HOUSING STOCK WITHIN THE COUNTY

FY '11 - 12 KEY GOALS:

- 1 DECREASE THE NUMBER OF CODE VIOLATIONS AND IMPROVE HOUSING STOCK WITHIN THE COUNTY
- 2 ASSURE PUBLIC SAFETY BY MONITORING THE COMPLETION OF ALL DEMOLITION PROJECTS WITHIN THE COUNTY CODE REQUIREMENTS
- 3 DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS
- 4 DECREASE THE NUMBER OF ELECTRICAL CODE VIOLATIONS AND REDUCE THE NUMBER OF REINSPECTIONS
- 5 DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS

INSPECTIONS, LICENSES & PERMITS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	3,351,092	3,087,549	3,059,444	3,377,446	3,377,446
20	CONTRACTUAL SERVICES	68,350	43,604	58,651	53,431	53,431
30	SUPPLIES & MATERIALS	31,489	25,807	39,885	37,450	37,450
40	BUSINESS & TRAVEL	145,887	108,157	158,873	148,490	148,490
50	CAPITAL OUTLAY	28,664	354	0	0	0
70	MISCELLANEOUS	429,380	450,960	455,558	454,500	454,500
80	INTER-GOVERNMENTAL	0	0	10,440	0	0
	GRAND TOTAL	<u>4,054,862</u>	<u>3,716,431</u>	<u>3,782,851</u>	<u>4,071,317</u>	<u>4,071,317</u>

SUMMARY BY FUND:

11	GENERAL	<u>4,054,862</u>	<u>3,716,431</u>	<u>3,782,851</u>	<u>4,071,317</u>	<u>4,071,317</u>
	GRAND TOTAL	<u>4,054,862</u>	<u>3,716,431</u>	<u>3,782,851</u>	<u>4,071,317</u>	<u>4,071,317</u>

SUMMARY BY DIVISION:

261000	DIRECTOR OF DILP	493,520	456,377	506,053	519,172	519,172
263000	BUILDING SERVICES	1,148,735	991,947	1,014,259	1,120,478	1,120,478
264000	PLUMBING SERVICES	588,761	535,799	500,670	567,716	567,716
265000	ELECTRICAL SERVICES	610,351	542,969	551,349	596,103	596,103
266000	MANUF HOUSING/ABANDONED PROP	203,802	194,806	200,467	218,858	218,858
267000	ANIMAL CONTROL	<u>1,009,693</u>	<u>994,533</u>	<u>1,010,053</u>	<u>1,048,990</u>	<u>1,048,990</u>
	GRAND TOTAL	<u>4,054,862</u>	<u>3,716,431</u>	<u>3,782,851</u>	<u>4,071,317</u>	<u>4,071,317</u>

INSPECTIONS, LICENSES & PERMITS

FINANCIAL NOTES:

The \$288,466 net increase in funding for Inspections, Licenses & Permits is the result of:

	FY 11	FY 12	CHANGE	
o	2,200,153	2,223,523	23,370	Full Time Salaries
			(3,225)	Staff Turnover (0.15%)
			<u>26,595</u>	Restore offset for Chief, Inspections, License & Permits, position was vacant during FY 11
			<u>23,370</u>	
o		103,156	103,156	Additional funds provided for a 27th pay which will occur in FY 12
o	443,419	543,856	100,437	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	182,593	289,057	106,464	Pension / Retirement rate adjustments
o	54,567	39,389	(15,178)	Workers' Compensation rate adjustments
o	169,712	169,465	(247)	FICA adjustment
o	25,129	18,909	(6,220)	Telephone Service - decrease due to County-wide Share Plan
o	29,825	27,100	(2,725)	Line items significantly adjusted, based on actual expense history:

FY 11	FY 12	Change	
200	0	(200)	Emergency Reporting Systems
4,250	4,150	(100)	Communication Services
7,300	6,900	(400)	General Office Supplies
13,950	13,600	(350)	General Office Mailing
<u>4,125</u>	<u>2,450</u>	<u>(1,675)</u>	Safety Equipment
<u>29,825</u>	<u>27,100</u>	<u>(2,725)</u>	

INSPECTIONS, LICENSES & PERMITS

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	116,036	102,230	(13,806) Line items significantly adjusted, due to recommended reductions based on state of the economy:
	FY 11	FY 12	Change
	100	0	(100) Other Advertising
	250	100	(150) Medical Services
	12,160	10,900	(1,260) Printing-Commercial
	200	0	(200) Other Supplies & Materials
	85,050	77,050	(8,000) Fuel Charges
	3,400	3,100	(300) Non-Targeted Charges-FVS
	800	400	(400) Mileage
	4,765	3,615	(1,150) Professional Books
	3,593	3,055	(538) Membership Fees & Dues
	3,860	3,010	(850) Training Seminars
	1,858	1,000	(858) Confidential Expenses
	<u>116,036</u>	<u>102,230</u>	<u>(13,806)</u>
o	22,000	25,700	3,700 Other Professional Services - increased based on actual expense history to provide funding for clean up, raze or securing abandoned/foreclosure properties and emergency vet for injured animals.
o	2,100	1,900	(200) Uniform Purchase - Animal Control is unable to rent uniforms and is purchasing at a lower cost:
	FY 11	FY 12	Change
	0	1,900	1,900 Uniform Purchase
	2,100	0	(2,100) Uniform Rental
	<u>2,100</u>	<u>1,900</u>	<u>(200)</u>
o	0	700	700 Lodging - increase due to International Association of Electrical Inspectors conference in New York
o	450,000	450,000	0 Payment to Other Government Agencies - County's support of the Humane Society of Harford County
o	3,700	3,500	(200) Board & Commission - decrease based on actual expense history
o	10,440	0	(10,440) Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

DEPARTMENT STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	41,309	1.00	41,309	1.00	41,309
Administrative Assistant II	3.00	153,519	3.00	153,519	3.00	153,519
Administrative Secretary II	1.00	42,760	1.00	42,760	1.00	42,760
Animal Control Officer II	5.00	208,108	5.00	208,108	5.00	208,108
Building Inspections Supervisor (DILP)	1.00	85,550	1.00	85,550	1.00	85,550
Building Inspector II	5.00	261,697	0.00	0	0.00	0
Building Inspector III	1.00	60,285	0.00	0	0.00	0
Chief, Animal Control Officer	1.00	62,484	1.00	62,484	1.00	62,484
Chief, Electrical Services	1.00	79,420	0.00	0	0.00	0
Chief, Housing Services	1.00	83,773	1.00	83,773	1.00	83,773
Chief, Insp/Lic/Permits	0.00	0	2.00	145,720	2.00	143,720
Chief, Plumbing Services	1.00	70,556	0.00	0	0.00	0
Clerk Typist	1.00	28,453	1.00	28,453	1.00	28,453
Commercial Inspector	3.00	165,778	3.00	165,778	3.00	165,340
Deputy Director of DILP	1.00	81,755	1.00	81,755	1.00	81,755
Director of Inspections, Licenses & Permits	1.00	121,217	1.00	121,217	1.00	121,217
Electrical Inspector II	3.00	138,341	0.00	0	0.00	0
Electrical Inspector III	1.00	58,880	0.00	0	0.00	0
Inspector II	0.00	0	8.00	404,887	8.00	404,100
Inspector III	0.00	0	3.00	183,531	3.00	183,531
Licensing Clerk	1.00	30,241	1.00	30,241	1.00	30,241
Management Analyst	1.00	65,009	1.00	65,009	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	65,009
Permits Technician	3.00	113,314	3.00	113,314	3.00	113,314
Plans Reviewer II	2.00	123,790	2.00	123,790	2.00	123,790
Plumbing Inspector II	3.00	137,445	0.00	0	0.00	0
Plumbing Inspector III	1.00	64,366	0.00	0	0.00	0
Senior Plans Reviewer	1.00	85,550	1.00	85,550	1.00	85,550
TOTAL FULL TIME SALARIES	43.00	2,363,600	40.00	2,226,748	40.00	2,223,523
SALARY OFFSET		0		(26,595)		0
SALARY TOTAL	43.00	2,363,600	40.00	2,200,153	40.00	2,223,523

DEPARTMENT STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		227,378		182,593		289,057
Workers' Compensation		63,179		54,567		39,389
Health Benefits		463,841		443,419		543,856
Overtime & Shift Differential		5,800		3,400		3,400
FICA		180,840		169,712		169,465
Miscellaneous		6,020		5,600		5,600
TOTAL OTHER PERSONAL SERVICES		947,058		859,291		1,050,767
TOTAL 27TH PAY COST		0		0		103,156
FURLOUGH SAVINGS		(48,932)		0		0
TOTAL PERSONAL SERVICES	43.00	3,261,726 *	40.00	3,059,444	40.00	3,377,446

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To decrease the number of code violations and improve housing stock within the County.

Department Objective

To improve the quality of housing stock and to ensure it meets construction code requirements.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$4,184,131	\$4,054,862	\$3,716,431	\$3,782,851	\$4,071,317
Number of staff	44.6	44.6	40	40	40
Number of Inspectors	20.6	20.6	14*	15	15
<u>Output:</u>					
Number of inspections performed	39,006	33,357	34,520	34,031	33,342
<u>Efficiency:</u>					
Number of inspections per inspector	1,893	1,619	2,466	2,269	2,223
<u>Service Quality:</u>					
Number of approved inspections	32,265	28,224	29,417	29,778	29,674
Number of disapproved inspections	6,741	5,133	5,103	4,253	3,668
<u>Outcome:</u>					
Percent of inspections that are disapproved	17.3%	15.4%	14.8%	12.0%	11.0%

Explanation and Analysis of Performance Measures

Construction practices of builders directly impact the quality of housing stock within the County. Deficiencies are often identified during the final inspection of a structure for compliance to required code standards. Final inspection deficiencies cause delays in occupancy of a structure. Tracking inspection findings will identify areas of deficiency. Such a program was designed to identify deficiencies. By analyzing these deficiencies we can identify areas of construction that require workshops and/or handouts designed specifically to improve current construction practices. The type of inspection with the highest disapproval rate is the determining factor in identifying workshop/handout topics; i.e., footing, foundation, framing, final, etc. specific to building construction. Workshops will be held to address identified deficiencies and handouts will be developed accordingly to distribute to builders.

Major Related Plans and Policies

- To continue to report the number of inspections performed and violations by type
- To analyze reports and determine areas needing improvement in construction practices
- To identify areas needing improvement and provide handouts and workshops for technical tradespeople, when appropriate.

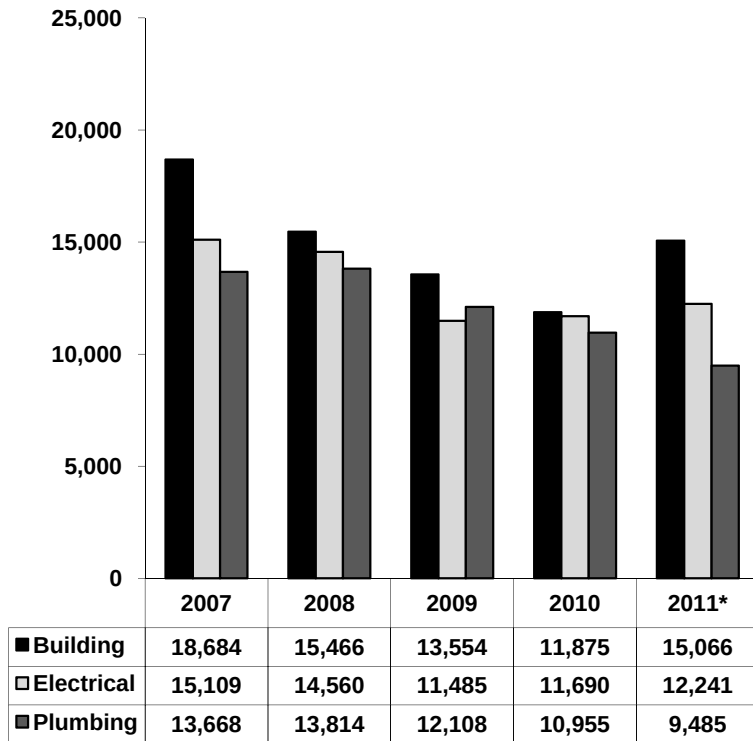
* DILP has 15 inspector positions. A Building Inspector II has been temporarily reassigned to DPW - Verizon FIOS project.

Inspections, Licenses and Permits

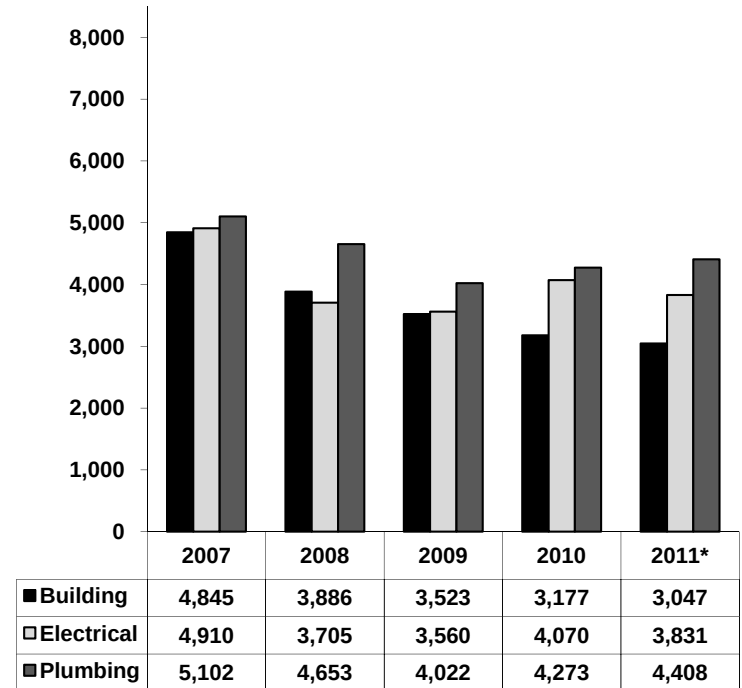
Inspections/Permit Activity

Fiscal Year Basis

Inspections Made



Permits Issued



*Projected (Includes plumbing and electrical postcard permits and does not include mechanical permits or inspections, or any town permits).

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: 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, plumbing and building codes; enforcement of County animal control, mobile home park and abandoned building ordinances; and enforcement of codes and ordinances through issuance and sale 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, 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 to 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.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	400,394	391,202	395,477	428,441	428,441
20	CONTRACTUAL SERVICES	9,605	8,570	10,101	9,251	9,251
30	SUPPLIES & MATERIALS	724	1,139	1,705	1,200	1,200
40	BUSINESS & TRAVEL	82,722	55,466	88,330	80,280	80,280
50	CAPITAL OUTLAY	75	0	0	0	0
80	INTER-GOVERNMENTAL / INTER-FUND	0	0	10,440	0	0
	GRAND TOTAL	493,520	456,377	506,053	519,172	519,172
	<u>FUNDING SOURCE:</u>					
11	GENERAL	493,520	456,377	506,053	519,172	519,172

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Director of DILP****INDEX: 261000****FINANCIAL NOTES:**

The \$13,119 net increase in funding for Inspections, Licenses & Permits - Director of DILP is the result of:

	FY 11	FY 12	CHANGE
o		14,386	14,386 Additional funds provided for a 27th pay which will occur in FY 12
o	25,481	40,396	14,915 Pension / Retirement rate adjustment
o	3,274	2,363	(911) Workers' Compensation - rate adjustment
o	32,543	37,117	4,574 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	2,029	1,379	(650) Telephone Service - decrease due to County-wide Share Plan
o	55,530	46,900	(8,630) Line items significantly adjusted based on actual expense history:
	FY 11	FY 12	Change
	100	0	(100) Other Advertising
	4,000	3,900	(100) Communication Service
	1,000	900	(100) General Office Supplies
	230	100	(130) Printing Commercial
	100	0	(100) Other Food Supplies
	100	0	(100) Medical Supplies
	50,000	42,000	(8,000) Fuel Charges
	55,530	46,900	(8,630)
o	10,440	0	(10,440) Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS
DIVISION: DIRECTOR OF INSPECTIONS, LICENSES AND PERMITS

Index No. 261000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	42,760	1.00	42,760	1.00	42,760
Deputy Director of DILP	1.00	81,755	1.00	81,755	1.00	81,755
Director of Inspections, Licenses & Permits	1.00	121,217	1.00	121,217	1.00	121,217
Management Analyst	1.00	65,009	1.00	65,009	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	65,009 A
SALARY TOTAL	4.00	310,741	4.00	310,741	4.00	310,741
OTHER PERSONAL SERVICES						
Pension & Retirement		29,893		25,481		40,396
Workers' Compensation		3,507		3,274		2,363
Health Benefits		27,400		32,543		37,117
FICA		22,878		22,878		22,878
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		84,238		84,736		103,314
TOTAL 27TH PAY COST		0		0		14,386
FURLOUGH SAVINGS		(6,433)		0		0
TOTAL PERSONAL SERVICES	4.00	388,546 *	4.00	395,477	4.00	428,441

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Analyst reclassified as a Management Assistant II - # 0440

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: 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 owners, 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 '11 - '12 GOAL:

3 DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,113,897	969,093	979,633	1,090,563	1,090,563
20	CONTRACTUAL SERVICES	9,363	5,415	9,000	6,200	6,200
30	SUPPLIES & MATERIALS	16,638	14,111	18,450	18,250	18,250
40	BUSINESS & TRAVEL	8,125	3,328	6,376	5,465	5,465
50	CAPITAL OUTLAY	712	0	0	0	0
70	MISCELLANEOUS	0	0	800	0	0
	GRAND TOTAL	1,148,735	991,947	1,014,259	1,120,478	1,120,478
<u>FUNDING SOURCE:</u>						
11	GENERAL	1,148,735	991,947	1,014,259	1,120,478	1,120,478

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Building Services****INDEX: 263000****FINANCIAL NOTES:**

The \$106,219 net increase in funding for Inspections, Licenses & Permits - Building Services is the result of:

	FY 11	FY 12	CHANGE
o		33,655	33,655 Additional funds provided for a 27th pay which will occur in FY 12
o	120,313	167,591	47,278 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	59,472	94,285	34,813 Pension / Retirement rate adjustments
o	17,412	12,596	(4,816) Workers Compensation rate adjustments
o	9,000	6,200	(2,800) Telephone Service - decrease due to County-wide Share Plan
o	7,391	6,305	(1,086) Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change
	2,300	2,200	(100) General Office Supplies
	950	850	(100) Safety Equipment
	350	100	(250) Mileage
	2,000	1,500	(500) Professional Books
	1,791	1,655	(136) Membership Fees and Dues
	<u>7,391</u>	<u>6,305</u>	<u>(1,086)</u>
o	800	0	(800) Boards and Commissions - funds transferred to Plumbing Services Division Boards and Commissions

DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS
DIVISION: BUILDING SERVICES

Index No. 263000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	41,309	1.00	41,309	1.00	41,309
Administrative Assistant II	1.00	62,167	1.00	62,167	1.00	62,167
Building Inspections Supervisor (DILP)	1.00	85,550	1.00	85,550	1.00	85,550
Commercial Inspector	1.00	62,484	1.00	62,484	1.00	62,484
Inspector II	4.00	217,797	3.00	173,897	3.00	173,897
Inspector III	1.00	60,285	1.00	60,285	1.00	60,285
Licensing Clerk	1.00	30,241	1.00	30,241	1.00	30,241
Plans Reviewer II	2.00	123,790	2.00	123,790	2.00	123,790
Senior Plans Reviewer	1.00	85,550	1.00	85,550	1.00	85,550
SALARY TOTAL	13.00	769,173	12.00	725,273	12.00	725,273
OTHER PERSONAL SERVICES						
Pension & Retirement		73,994		59,472		94,285
Workers' Compensation		20,168		17,412		12,596
Health Benefits		118,821		120,313		167,591
FICA		58,842		55,483		55,483
Miscellaneous		1,820		1,680		1,680
TOTAL OTHER PERSONAL SERVICES		273,645		254,360		331,635
TOTAL 27TH PAY COST		0		0		33,655
FURLOUGH SAVINGS		(15,924)		0		0
TOTAL PERSONAL SERVICES	13.00	1,026,894 *	12.00	979,633	12.00	1,090,563

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS - BUILDING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To decrease the number of building code violations during final inspection and reduce the number of reinspections.

Department Objective

To improve the quality of housing stock and to ensure it meets building code requirements.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$1,165,616	\$1,148,735	\$991,947	\$1,014,259	\$1,120,478
Number of staff	14	14	12	12	12
Number of inspectors	8	8	5*	6	6
<u>Output:</u>					
Number of final building inspections performed	4,376	3,841	3,862	3,944	3,592
<u>Efficiency:</u>					
Number of final inspections per inspector	547	480	772	657	599
<u>Service Quality:</u>					
Number of approved final inspections	3,354	3,089	3,252	3,312	3,053
Number of disapproved final inspections	1,022	752	610	632	539
<u>Outcome:</u>					
Percent of final inspections that are disapproved	23.3%	19.6%	15.8%	16.0%	15.0%

Explanation and Analysis of Performance Measures

Construction practices of contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous required inspections. The highest number of disapprovals and deficiencies are identified during the final inspection. Final inspection deficiencies cause delays in occupar of a structure and can directly impact financial settlements. A program was designed to identify deficiencies by type of inspection performed. We track inspector results and, based on this information, develop handouts designed to address these areas of deficiency. We also provide workshops for tradespeople designed specifically to improve current construction practices targeting the areas of disapprovals.

*One Inspector II temporarily reassigned to DPW - Verizon FIOS Project

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Plumbing Services****INDEX: 264000****ORIGIN/PURPOSE:**

This Division is responsible for reviewing plans and permit applications, issuing permits, master and journeyperson plumbing certificates, master gas fitters certificates, liquid petroleum gas fitters licenses, utility contractor licenses, journey utility licenses, septic installer licenses, and journeyperson septic installer licenses. Plumbing, gas fitting, storm water and utility work is inspected for compliance to applicable codes for all residential, commercial, and industrial construction.

This Division enforces the Harford County Plumbing Code and National Fuel Gas Code. Workmanship and quality are constantly monitored during construction. New methods of service are coordinated with the Harford County and Maryland State Master Plumbers Associations, the Baltimore Gas and Electric Company, and Harford County Utility Contractors Association. This Division also acts as liaison for the Harford County Plumbing Board and implements Local / State requirements governing water saving fixtures and plumbing systems.

FY '11 - '12 GOAL:

5 DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS

ALL FUND SUMMARY:

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	579,729	527,446	487,680	555,371	555,371
20 CONTRACTUAL SERVICES	4,286	3,410	4,400	3,900	3,900
30 SUPPLIES & MATERIALS	2,987	2,620	4,850	5,000	5,000
40 BUSINESS & TRAVEL	823	1,729	2,540	1,445	1,445
50 CAPITAL OUTLAY	216	354	0	0	0
70 MISCELLANEOUS	720	240	1,200	2,000	2,000
GRAND TOTAL	588,761	535,799	500,670	567,716	567,716
<u>FUNDING SOURCE:</u>					
11 GENERAL	588,761	535,799	500,670	567,716	567,716

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Plumbing Services****INDEX: 264000****FINANCIAL NOTES:**

The \$67,046 net increase in funding for Inspections, Licenses & Permits - Plumbing Services is the result of:

	FY 11	FY 12	CHANGE	
o	318,661	342,031	23,370	Full Time Salaries
			(3,225)	Staff Turnover (1.0%)
			26,595	Restore offset for Chief, Inspections, License & Permits, position was vacant during FY 11
			<u>23,370</u>	
o		15,871	15,871	Additional funds provided for a 27th pay which will occur in FY 12
o	104,351	119,450	15,099	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	8,965	6,410	(2,555)	Workers' Compensation rate adjustments
o	28,311	44,464	16,153	Pension / Retirement rate adjustments
o	26,412	26,165	(247)	FICA adjustment
o	3,800	3,300	(500)	Telephone Service - decrease due to County-wide Share Plan
o	3,665	2,770	(895)	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	900	1,400	500	General Office Mailing
	800	500	(300)	Safety Equipment
	100	0	(100)	Mileage
	1,300	600	(700)	Professional Books
	565	270	(295)	Membership Fees & Dues
	<u>3,665</u>	<u>2,770</u>	<u>(895)</u>	
o	1,200	2,000	800	Boards & Commission - increase due to new HVAC Board and funding was transferred from the Building Services Divi

DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS
DIVISION: PLUMBING SERVICES

Index No. 264000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Insp, Lic & Permits	1.00	70,556	1.00	66,300	1.00	64,300
Commercial Inspector	1.00	47,838	1.00	47,838	1.00	47,400
Permits Technician	2.00	73,207	2.00	73,207	2.00	73,207
Inspector II	3.00	137,445	2.00	93,545	2.00	92,758
Inspector III	1.00	64,366	1.00	64,366	1.00	64,366
TOTAL FULL-TIME SALARIES	8.00	393,412	7.00	345,256	7.00	342,031
SALARY OFFSET		0		(26,595)		0
SALARY TOTAL	8.00	393,412	7.00	318,661	7.00	342,031
OTHER PERSONAL SERVICES						
Pension & Retirement		37,846		28,311		44,464
Workers' Compensation		11,267		8,965		6,410
Health Benefits		114,930		104,351		119,450
FICA		30,096		26,412		26,165
Miscellaneous		1,120		980		980
TOTAL OTHER PERSONAL SERVICES		195,259		169,019		197,469
TOTAL 27TH PAY COST		0		0		15,871
FURLOUGH SAVINGS		(8,145)		0		0
TOTAL PERSONAL SERVICES	8.00	580,526	7.00	487,680	7.00	555,371

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS - PLUMBING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To decrease the number of plumbing code violations during final inspection and reduce the number of reinspections.

Department Objective

To improve the quality of housing stock and to ensure it meets plumbing code requirements.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$577,063	\$588,761	\$535,799	\$500,670	\$567,716
Number of staff	8	8	7	7	7
Number of Inspectors	5	5	4	4	4
<u>Output:</u>					
Number of final plumbing inspections performed	4,061	3,939	3,394	3,372	3,305
<u>Efficiency:</u>					
Number of final inspections per inspector	812	679	849	844	826
<u>Service Quality:</u>					
Number of approved final inspections	3,198	2,709	2,621	2,818	2,805
Number of disapproved final inspections	863	684	773	559	500
<u>Outcome:</u>					
Percent of final inspections that are disapproved	21.3%	20.2%	22.8%	16.6%	15.1%

Explanation and Analysis of Performance Measures

Construction practices of contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous required inspections. The highest number of disapprovals and deficiencies are identified during the final inspection of a structure. Final inspection deficiencies cause delays in occupancy of a structure and can directly impact financial settlements, causing additional expenses to the owner or prospective buyer. A program was designed to identify deficiencies by type of inspection performed, and we perform daily data entry of the inspection results. We track inspection results and identify areas of deficiency. Based on this information, we develop handouts designed specifically to address these areas of deficiency by identifying them to tradespeople and providing directives for code compliant construction standards.

Major Related Plans and Policies

Continue to report the number of inspections performed and identify violations by type (ISIS reports (INS 330 and INS 340).

Continue to identify inspections by type as well as status (approved/disapproved).

Analyze reports and identify inspection areas with the highest level of approval.

Develop and provide workshops for technical tradespeople along with handouts specific to identified areas of deficiency to improve construction practices and assure code compliance for quality housing stock.

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: 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 '11 - '12 GOAL:

4 DECREASE THE NUMBER OF ELECTRICAL CODE VIOLATIONS AND REDUCE THE NUMBER OF REINSPECTIONS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	596,685	533,791	536,407	582,383	582,383
20	CONTRACTUAL SERVICES	4,051	3,158	4,500	3,300	3,300
30	SUPPLIES & MATERIALS	5,261	3,112	6,430	5,625	5,625
40	BUSINESS & TRAVEL	2,978	2,188	2,312	3,295	3,295
50	CAPITAL OUTLAY	216	0	0	0	0
70	MISCELLANEOUS	1,160	720	1,700	1,500	1,500
	GRAND TOTAL	610,351	542,969	551,349	596,103	596,103
	<u>FUNDING SOURCE:</u>					
11	GENERAL	610,351	542,969	551,349	596,103	596,103

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Electrical Services****INDEX: 265000****FINANCIAL NOTES:**

The \$44,754 net increase in funding for Inspections, Licenses & Permits - Electrical Services is the result of:

	FY 11	FY 12	CHANGE
o		17,448	17,448 Additional funds provided for a 27th pay which will occur in FY 12
o	90,332	103,440	13,108 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	30,832	48,880	18,048 Pension / Retirement rate adjustments
o	9,499	6,871	(2,628) Workers' Compensation rate adjustments
o	4,500	3,300	(1,200) Telephone Service - decrease due to County-wide Share Plan
o	6,667	5,555	(1,112) Line items significantly adjusted, based on actual expense history:

FY 11	FY 12	Change	
2,605	2,000	(605)	Printing-Commercial
700	600	(100)	Small Tools
600	500	(100)	Safety Equipment
1,062	955	(107)	Membership Fees & Dues
1,700	1,500	(200)	Board and Commissions
<u>6,667</u>	<u>5,555</u>	<u>(1,112)</u>	

o	250	1,340	1,090 Line items increased due to International Association of Electrical Inspectors conference in New York:

FY 11	FY 12	Change	
50	150	100	Parking and Tolls
100	240	140	Meals
0	700	700	Lodging
100	250	150	Training Seminars
<u>250</u>	<u>1,340</u>	<u>1,090</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS
DIVISION: ELECTRICAL SERVICES

Index No. 265000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	48,592	1.00	48,592	1.00	48,592
Chief, Insp, Lic & Permits	1.00	79,420	1.00	79,420	1.00	79,420
Commercial Inspector	1.00	55,456	1.00	55,456	1.00	55,456
Inspector II	3.00	138,341	2.00	93,545	2.00	93,545
Inspector III	1.00	58,880	1.00	58,880	1.00	58,880
Permits Technician	1.00	40,107	1.00	40,107	1.00	40,107
SALARY TOTAL	8.00	420,796	7.00	376,000	7.00	376,000
OTHER PERSONAL SERVICES						
Pension & Retirement		40,481		30,832		48,880
Workers' Compensation		11,723		9,499		6,871
Health Benefits		102,143		90,332		103,440
FICA		32,191		28,764		28,764
Miscellaneous		1,120		980		980
TOTAL OTHER PERSONAL SERVICES		187,658		160,407		188,935
TOTAL 27TH PAY COST		0		0		17,448
FURLOUGH SAVINGS		(8,711)		0		0
TOTAL PERSONAL SERVICES	8.00	599,743 *	7.00	536,407	7.00	582,383

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS - ELECTRICAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To decrease the number of electrical code violations and reduce the number of reinspections.

Department Objective:

To improve the quality of housing stock and to ensure it meets electrical code requirements.

County Goal(s) Supported:

I. Public Safety

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$599,981	\$610,351	\$542,969	\$551,349	\$596,103
Number of staff	8	8	7	7	7
Number of inspectors	5	5	4	4	4
<u>Output:</u>					
Number of final electrical inspections performed	5,723	4,404	4,463	4,327	4,441
<u>Efficiency:</u>					
Number of final inspections per inspector	1,145	881	1,116	1,081	1,110
<u>Service Quality:</u>					
Number of approved final inspections	3,894	3,112	3,141	3,081	3,242
Number of disapproved final inspections	1,829	1,292	1,322	1,246	1,199
<u>Outcome:</u>					
Percent of final inspections that are disapproved	31.9%	29.3%	29.6%	28.8%	27.0%

Explanation and Analysis of Performance Measures

Construction practices of electrical contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous inspections. The greatest number of deficiencies are identified during the final inspection of a structure. Final inspection deficiencies cause delays in occupancy of a structure and can directly impact financial settlements, causing added expenses to the owner or prospective buyer. A program was designed to identify deficiencies by type of inspection performed. Based on this information, we develop handouts designed specifically to address these areas of deficiency by identifying them to the tradespeople and providing directives for code compliant construction standards.

Major Related Plans and Policies

Continue to report the number of inspections performed and violations by type (ISIS System Reports - INS 330 and INS 340).
 Analyze reports and identify inspection areas needing improvement in electrical installation and construction practices.
 Develop and provide workshops for technical tradespeople along with handouts specific to identified deficiencies in electrical construction.

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Manufactured Housing / Abandoned Property****INDEX: 266000****ORIGIN/PURPOSE:**MANUFACTURED HOUSING:

This Division enforces Local, State, and Federal codes governing residential Manufactured Housing, Modular Housing and Industrialized Structures, i.e., portable classrooms, sales and business offices, etc. This Division annually inspects and licenses 24 Manufactured / Mobile Home Communities in accordance with Harford County Code, Chapter 179. Furthermore, this office works with the development, expansion or revitalization of Manufactured / Mobile Home Communities. The Division of Housing Services is charged with receiving and investigating Landlord / Tenant complaints within Manufactured Housing Communities and works closely with the Attorney General's Office to gain compliance. This office holds seminars to provide educational training for contractors, residents, public and associates of the Manufactured Housing Industry. The Division is responsible for reviewing all demolition permits and permits for structures that are being located within the 100 year flood plain. The Division is the Department's representative in working with Emergency Operations Center on damage assessment.

ABANDONED PROPERTIES:

This Division investigates complaints regarding property maintenance and unsafe structures. Complaints are generated by citizens of the County as well as State or County agencies. In a case where there is a violation, this office will send a notice of violation to the property owner, in accordance with Harford County Code Chapters 82, 179, and / or 109, to abate the unsafe condition or conditions. If a property owner fails to respond and correct the violation(s) the County may take abatement action in accordance with Harford County Code and / or seek legal action in the District Court of Maryland for Harford County. Any cost of abatement action taken by the County shall cause a lien to be filed on the real property and be collected in the same manner as Real Property Tax. This Division is responsible for the revitalization programs within the Enterprise Zones, US 40 corridor and Edgewood communities. The Division continues to work with the local fire departments in permitting fire training exercises (i.e. the Learn and Burn Program).

FY '11 - '12 GOAL:

2 ASSURE PUBLIC SAFETY BY MONITORING THE COMPLETION OF ALL DEMOLITION PROJECTS WITHIN THE COUNTY

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	165,237	176,119	176,952	191,388	191,388
20	CONTRACTUAL SERVICES	36,327	17,896	21,300	26,030	26,030
30	SUPPLIES & MATERIALS	1,014	521	1,825	1,050	1,050
40	BUSINESS & TRAVEL	487	270	390	390	390
50	CAPITAL OUTLAY	737	0	0	0	0
	GRAND TOTAL	203,802	194,806	200,467	218,858	218,858
	<u>FUNDING SOURCE:</u>					
11	GENERAL	203,802	194,806	200,467	218,858	218,858

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Manufactured Housing / Abandoned Property****INDEX: 266000****FINANCIAL NOTES:**

The \$18,391 net increase in funding for Inspections, Licenses, & Permits - Manufactured Housing / Abandoned Property is the result of:

	FY 11	FY 12	CHANGE		
o		5,925	5,925	Additional funds provided for a 27th pay which will occur in FY 12	
o	24,652	28,171	3,519	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage	
o	10,469	16,597	6,128	Pension / Retirement rate adjustments	
o	4,111	2,975	(1,136)	Workers' Compensation rate adjustments	
o	1,300	1,030	(270)	Telephone Service - decrease due to County-wide Share Plan	
o	1,700	950	(750)	Line items significantly adjusted, based on actual expense history:	
		FY 11	FY 12	Change	
		500	400	(100)	General Office Supplies
		1,000	450	(550)	General Office Mailing
		200	100	(100)	Safety Equipment
		<u>1,700</u>	<u>950</u>	<u>(750)</u>	
o	20,000	25,000	5,000	Other Professional Services - razing and boarding of structures , abate sediment & erosion, concentration on Enterprise Zones, increase due to rising level of foreclosure properties.	

DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS
DIVISION: MANUFACTURED HOUSING/ABANDONED PROPERTY

Index No. 266000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Housing Services	1.00	83,773	1.00	83,773	1.00	83,773
Inspector II	1.00	43,900	1.00	43,900	1.00	43,900
SALARY TOTAL	2.00	127,673	2.00	127,673	2.00	127,673
OTHER PERSONAL SERVICES						
Pension & Retirement		12,282		10,469		16,597
Workers' Compensation		4,405		4,111		2,975
Health Benefits		24,355		24,652		28,171
FICA		9,767		9,767		9,767
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		51,089		49,279		57,790
TOTAL 27TH PAY COST		0		0		5,925
FURLOUGH SAVINGS		(2,643)		0		0
TOTAL PERSONAL SERVICES	2.00	176,119	2.00	176,952	2.00	191,388

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS

DIVISION: Animal Control

INDEX: 267000

ORIGIN/PURPOSE:

This Division is responsible for enforcing Harford County's Animal Control Laws through conducting inspections/investigations, issuing necessary citations, and filing court charges, as required. The Division also enforces the Annotated Code of Maryland for cruelty and dangerous dog violations.

The Division's employees assist State, County, and local police in removing animals in vehicle accidents or creating traffic hazards. We also assist the Health Department officials with suspected rabid animal cases.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	495,150	489,898	483,295	529,300	529,300
20	CONTRACTUAL SERVICES	4,718	5,155	9,350	4,750	4,750
30	SUPPLIES & MATERIALS	4,865	4,304	6,625	6,325	6,325
40	BUSINESS & TRAVEL	50,752	45,176	58,925	57,615	57,615
50	CAPITAL OUTLAY	26,708	0	0	0	0
70	MISCELLANEOUS	427,500	450,000	451,858	451,000	451,000
	GRAND TOTAL	<u>1,009,693</u>	<u>994,533</u>	<u>1,010,053</u>	<u>1,048,990</u>	<u>1,048,990</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>1,009,693</u>	<u>994,533</u>	<u>1,010,053</u>	<u>1,048,990</u>	<u>1,048,990</u>

DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**DIVISION: Animal Control****INDEX: 267000****FINANCIAL NOTES:**

The \$38,937 net increase in funding for Inspections, Licenses & Permits - Animal Control is the result of:

	FY 11	FY 12	CHANGE
o		15,871	15,871 Additional funds provided for a 27th pay which will occur in FY 12
o	71,228	88,087	16,859 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	28,028	44,435	16,407 Pension / Retirement rate adjustment
o	11,306	8,174	(3,132) Workers' Compensation rate adjustments
o	4,500	3,700	(800) Telephone Service - decrease due to County-wide Share Plan
o	10,450	5,500	(4,950) Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change
	200	0	(200) Emergency Reporting Systems
	250	100	(150) Medical Supplies
	2,000	700	(1,300) Other Professional Services
	800	700	(100) General Office Supplies
	2,000	1,500	(500) Printing-Commercial
	1,000	700	(300) General Office Mailing
	1,500	500	(1,000) Safety Equipment
	200	0	(200) Other Supplies
	1,500	1,300	(200) Non-Targeted Charges-FVS
	1,000	0	(1,000) Training Seminars
	10,450	5,500	(4,950)
o	2,100	1,900	(200) Uniform Purchase - Animal Control is unable to rent uniforms and is purchasing at a lower cost:
	FY 11	FY 12	Change
	0	1,900	1,900 Uniform Purchase
	2,100	0	(2,100) Uniform Rental
	2,100	1,900	(200)
o	1,858	1,000	(858) Confidential Expenses - decrease based on state of the economy for Humane Animal Rescue and Care
o	450,000	450,000	0 Payment to Other Governmental Agencies - County's support of the Humane Society of Harford County

DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS

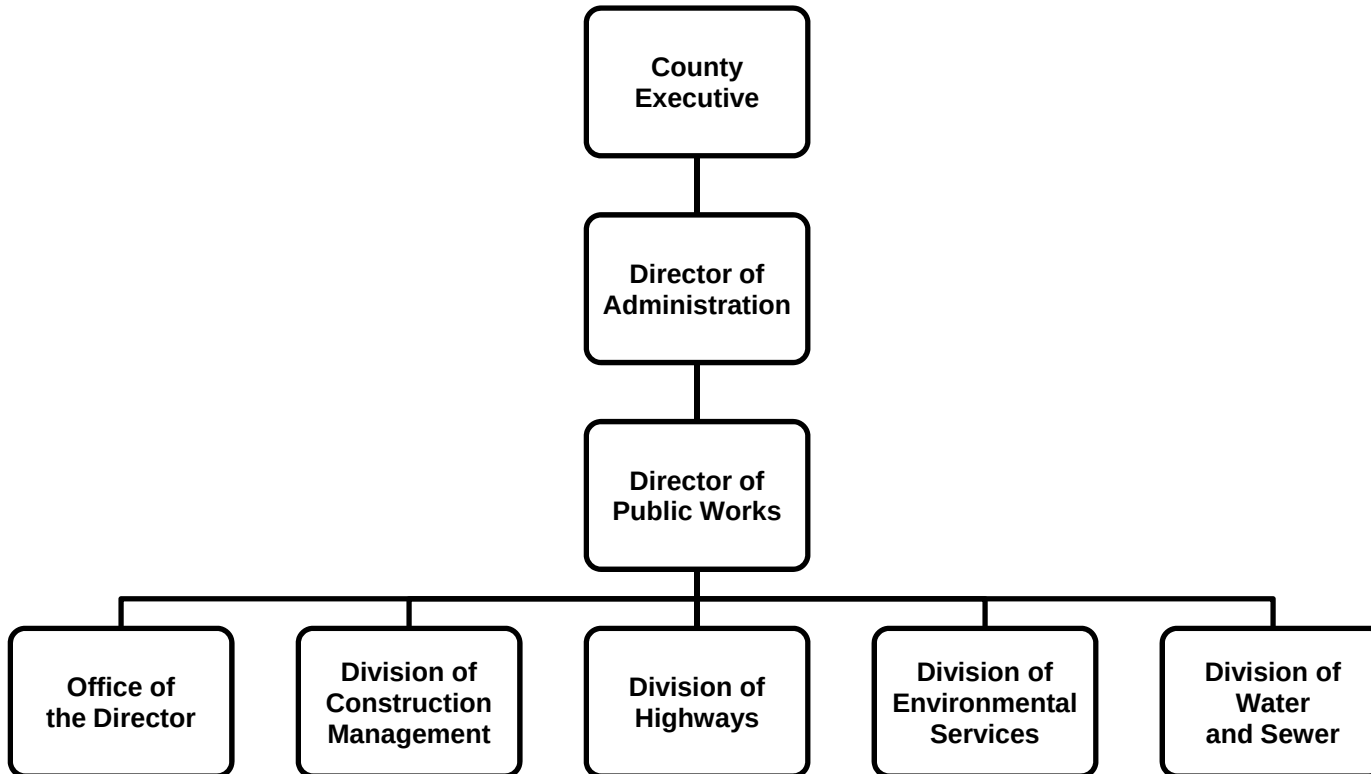
DIVISION: ANIMAL CONTROL

Index No. 267000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	42,760	1.00	42,760	1.00	42,760
Animal Control Officer II	5.00	208,108	5.00	208,108	5.00	208,108
Chief Animal Control Officer	1.00	62,484	1.00	62,484	1.00	62,484
Clerk Typist	1.00	28,453	1.00	28,453	1.00	28,453
SALARY TOTAL	8.00	341,805	8.00	341,805	8.00	341,805
OTHER PERSONAL SERVICES						
Pension & Retirement		32,882		28,028		44,435
Workers' Compensation		12,109		11,306		8,174
Health Benefits		76,192		71,228		88,087
Overtime & Shift Differential		5,800		3,400		3,400
FICA		27,066		26,408		26,408
Miscellaneous		1,120		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		155,169		141,490		171,624
TOTAL 27TH PAY COST		0		0		15,871
FURLOUGH SAVINGS		(7,076)		0		0
TOTAL PERSONAL SERVICES	8.00	489,898 *	8.00	483,295	8.00	529,300

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

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 IV, 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 and Sewer, Highways and Water Resources, Division of Construction 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

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	35,320,651	36,298,109	33,732,739	36,370,108	36,370,108
20	CONTRACTUAL SERVICES	19,060,208	20,430,434	20,766,894	20,005,519	20,005,519
30	SUPPLIES & MATERIALS	6,160,235	5,227,752	5,961,466	5,822,485	5,822,485
40	BUSINESS & TRAVEL	2,436,000	2,185,612	2,462,477	2,400,917	2,400,917
50	CAPITAL OUTLAY	709,302	567,859	362,800	618,597	618,597
70	MISCELLANEOUS	17,593,956	16,923,853	16,444,508	15,542,472	15,542,472
80	INTER-GOVERNMENTAL / INTER-FUND	1,086,332	1,723,628	2,001,032	780,000	780,000
	GRAND TOTAL	82,366,684	83,357,247	81,731,916	81,540,098	81,540,098
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	3,947,222	3,395,740	2,721,481	2,541,596	2,541,596
25	HIGHWAYS	32,000,160	32,696,591	28,761,031	28,532,749	28,532,749
51	WATER & SEWER OPERATING	35,144,600	35,774,719	37,564,786	38,067,601	38,067,601
55	SOLID WASTE SERVICES	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152
	GRAND TOTAL	82,366,684	83,357,247	81,731,916	81,540,098	81,540,098

DEPARTMENT OF PUBLIC WORKS

ALL FUND SUMMARY:

	AUDITED FY 09	AUDITED FY 10	ENACTED FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY DIVISION BY FUND:</u>					
<u>GENERAL FUND:</u>					
301111 BUREAU OF ENVIRONMENTAL SERVICES					
ADMINISTRATION & ENGINEERING	746,578	759,961	666,841	792,156	792,156
301241 RECYCLING	1,913,806	1,762,676	1,831,780	1,535,990	1,535,990
301251 POST CLOSURE	101,669	149,456	116,250	134,750	134,750
301261 SCARBORO REMEDIATION	59,374	60,700	81,610	53,700	53,700
301520 ENVIRONMENTAL AFFAIRS NOXIOUS WEED	0	0	8,000	8,000	8,000
301530 ENVIRONMENTAL AFFAIRS GYPSY MOTH	(784)	0	17,000	17,000	17,000
301603 BUREAU OF WATER RESOURCES	1,126,579	662,947	0	0	0
<u>SOLID WASTE SERVICES:</u>					
301211 BUREAU OF SOLID WASTE MANAGEMENT	3,348,821	3,358,725	3,323,274	3,676,836	3,676,836
301271 WASTE TO ENERGY	7,925,881	8,131,472	9,361,344	8,721,316	8,721,316
<u>HIGHWAYS FUND:</u>					
303110 DIRECTOR OF PUBLIC WORKS	355,237	348,560	280,379	296,406	296,406
303125 BUREAU OF CAPITAL PROJECTS MANAGEMENT	804,107	724,708	697,378	731,151	731,151
303210 BUREAU OF HIGHWAYS ENGINEERING	2,966,071	3,361,747	3,233,269	2,560,413	2,560,413
303220 BUREAU OF CONSTRUCTION INSPECTIONS	2,809,927	2,712,296	2,678,832	2,754,102	2,754,102
303310 BUREAU OF WATER RESOURCES	0	0	701,798	1,308,285	1,308,285
303410 BUREAU OF HIGHWAYS MAINTENANCE	23,456,498	21,696,648	19,702,715	19,415,732	19,415,732
303430 SNOW REMOVAL	1,608,320	3,852,632	1,466,660	1,466,660	1,466,660
<u>WATER & SEWER FUND:</u>					
BUREAU OF WATER & SEWER ADMINISTRATION	3,084,086	3,104,550	2,991,941	2,720,155	2,720,155
WATER & SEWER DEPRECIATION	8,909,341	9,063,569	9,500,000	9,400,000	9,400,000
BUREAU OF WATER & SEWER ENGINEERING	1,308,002	1,284,373	1,292,772	1,342,740	1,342,740
BUREAU OF WATER & SEWER MAINTENANCE	6,076,657	5,824,928	6,521,472	6,710,087	6,710,087
WATER & SEWER WASTEWATER PROCESSING	10,009,175	10,382,654	10,235,534	10,660,788	10,660,788
WATER & SEWER WATER PRODUCTION	5,757,339	6,114,645	7,023,067	7,233,831	7,233,831
GRAND TOTAL	82,366,684	83,357,247	81,731,916	81,540,098	81,540,098

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - GENERAL FUND</u>						
Administrative Assistant I	0.00	0	0.00	0	1.00	33,100
Administrative Assistant II	1.00	57,474	1.00	57,474	0.00	0
Chief, Engineering Division	1.00	116,534	1.00	116,534	1.00	116,534
Civil Engineer II	1.00	88,321	0.00	0	0.00	0
Civil Engineer III	1.00	88,757	0.00	0	0.00	0
Civil Engineer IV	1.00	100,884	1.00	100,884	1.00	100,884
Deputy Director of Public Works	1.00	122,361	1.00	122,361	1.00	122,361
Engineering Associate I	2.00	73,275	0.00	0	0.00	0
Engineering Associate III	2.00	127,620	1.00	70,963	0.00	0
Engineering Associate IV	3.00	247,738	0.00	0	1.00	74,511
Equipment Operator	3.00	115,946	3.00	115,946	3.00	126,107
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	5.00	131,109	7.00	184,887	7.00	188,006
Management Assistant I	0.00	0	1.00	56,657	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	58,357
Planner II	1.00	66,270	0.00	0	0.00	0
Recycling Program Coordinator	1.00	56,657	1.00	56,657	1.00	56,657
Recycling Program Manager	1.00	98,011	1.00	98,011	1.00	98,011
Senior Equipment Operator	3.00	136,032	3.00	136,032	3.00	128,124
Weighmaster/Attendant I	2.00	59,935	1.00	30,857	0.00	0
Weighmaster/Attendant II	1.00	44,029	1.00	44,029	1.00	44,029
Weighmaster/Attendant Trainee	0.00	0	0.00	0	1.00	23,700
FULL-TIME SALARIES	31.00	1,784,413	24.00	1,244,752	24.00	1,223,841
SALARY OFFSET		(35,503)		(70,963)		0
TOTAL FULL-TIME SALARIES		1,748,910		1,173,789		1,223,841
PART-TIME SALARIES						
Civil Engineer II	1.00	66,830	0.00	0	0.00	0
TOTAL PART-TIME SALARIES	1.00	66,830	0.00	0	0.00	0
TEMPORARY SALARIES		28,247		0		0
TOTAL 27TH PAY COST		0		0		56,857
FURLOUGH SAVINGS		(38,174)		0		0
SUB-TOTAL GENERAL FUND SALARIES	32.00	1,805,813	24.00	1,173,789	24.00	1,280,698

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - SOLID WASTE SERVICES</u>						
Administrative Assistant I	1.00	47,896	1.00	47,896	1.00	47,896
Administrative Assistant II	2.00	85,859	2.00	85,859	1.00	39,132
Administrative Specialist I	0.00	0	0.00	0	1.00	49,063
Chauffeur - Laborer	1.00	38,248	1.00	38,248	1.00	38,248
Chief, Solid Waste Management	1.00	101,865	1.00	101,865	1.00	101,865
Civil Engineer I	1.00	49,529	1.00	49,529	1.00	43,900
Crew Chief	3.00	186,081	3.00	186,081	3.00	186,081
Crew Leader I	0.00	0	0.00	0	1.00	33,100
Equipment Operator	3.00	149,733	3.00	149,733	3.00	149,733
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	4.00	118,341	4.00	137,571	4.00	121,711
Landfill Supervisor	1.00	61,351	1.00	61,351	1.00	61,351
Litter Control Program Team Leader	1.00	30,200	1.00	30,200	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	289,829	7.00	294,129
Weighmaster/Attendant I	2.00	59,084	2.00	59,084	1.00	30,857
Weighmaster/Attendant II	5.00	258,586	5.00	258,586	5.00	237,457
Weighmaster/Attendant Trainee	0.00	0	0.00	0	1.00	23,700
TOTAL FULL-TIME SALARIES	33.00	1,530,062	33.00	1,549,292	33.00	1,511,683
PART-TIME SALARIES						
Senior Equipment Operator	0.00	0	0.00	0	0.60	24,960
TOTAL PART-TIME SALARIES	0.00	0	0.00	0	0.60	24,960
TEMPORARY SALARIES		40,046		30,000		13,900
TOTAL 27TH PAY COST		0		0		72,246
FURLOUGH SAVINGS		(32,270)		0		0
SUB-TOTAL SOLID WASTE SALARIES	33.00	1,537,838	33.00	1,579,292	33.60	1,622,789

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - HIGHWAYS FUND</u>						
Accounting Clerk II	2.00	105,013	1.00	46,568	1.00	46,568
Administrative Assistant I	2.00	80,735	1.00	35,595	0.00	0
Administrative Assistant II	8.00	398,120	8.00	399,240	8.00	409,311
Administrative Budget Technician I	3.00	184,074	2.00	117,736	2.00	117,736
Administrative Budget Technician II	0.00	0	1.00	68,328	1.00	68,328
Administrative Secretary III	1.00	68,990	1.00	0	0.00	0
Administrative Specialist I	1.00	64,672	2.00	113,100	3.00	162,163
Asset Manager	0.00	0	0.00	0	1.00	74,124
Assistant Superintendent of Highways	3.00	219,256	3.00	192,025	0.00	0
Central Stores Coordinator	1.00	34,250	1.00	34,250	0.00	0
Central Stores Manager	1.00	54,728	1.00	35,278	1.00	40,650
Chauffeur-Laborer	24.00	829,569	24.00	820,068	26.00	852,583
Chief, Access & Utilities Permits	1.00	98,991	0.00	0	0.00	0
Chief, Bureau of Construction Management	1.00	87,877	1.00	87,877	1.00	87,877
Chief, Construction Inspector	4.00	314,201	4.00	310,997	4.00	312,532
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Chief, Highways Division	1.00	95,763	1.00	84,648	1.00	86,292
Chief, Vertical Inspector	1.00	75,475	1.00	75,475	1.00	75,475
Civil Engineer II	1.00	53,492	4.00	275,473	4.00	275,473
Civil Engineer III	6.00	612,675	6.00	592,273	6.00	592,273
Civil Engineer IV	1.00	105,670	2.00	214,829	2.00	214,829
Communications Specialist II	1.00	49,942	1.00	49,942	1.00	49,942
Construction Inspector II	1.00	56,000	0.00	0	0.00	0
Construction Inspector III	7.00	478,920	0.00	0	0.00	0
Crew Chief	13.00	684,404	11.00	556,332	12.00	593,501
Deputy Director of Public Works	2.00	228,849	2.00	228,849	2.00	228,849
Director of Public Works	1.00	122,160	1.00	122,160	1.00	122,160
Drafting Technician I	1.00	53,529	1.00	53,529	1.00	53,529
Engineering Associate I	0.00	0	2.00	73,275	3.00	119,843
Engineering Associate II	2.00	88,529	2.00	88,529	1.00	48,219
Engineering Associate III	2.00	134,192	0.00	0	0.00	0
Engineering Associate IV	3.00	196,389	3.00	217,016	3.00	217,016
Engineering Associate V	2.00	182,935	4.00	318,199	4.00	318,958
Engineering Records Technician	1.00	70,963	1.00	70,963	1.00	70,963

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - HIGHWAYS FUND</u>						
Equipment Operator	22.00	840,361	25.00	932,902	23.00	855,725
Equipment Operator Trainee	8.00	262,192	5.00	171,592	8.00	256,632
Equipment Repair Specialist	5.00	255,660	5.00	256,211	6.00	294,519
GIS Analyst II	0.00	0	1.00	56,657	1.00	56,657
GIS Coordinator	0.00	0	1.00	66,270	1.00	66,270
Inspector II	13.00	690,712	15.00	775,211	14.00	716,083
Inspector III	8.00	539,205	7.00	478,523	8.00	521,505
Laborer	12.00	346,205	11.00	310,719	5.00	160,849
Land Surveyor	1.00	84,090	1.00	84,090	1.00	84,090
Maintenance Supervisor	8.00	528,041	7.00	445,766	6.00	384,512
Management Assistant I	2.00	121,002	2.00	121,002	1.00	64,345
Management Assistant II	1.00	78,332	1.00	78,332	1.00	78,332
Road Marking Equipment Operator I	1.00	33,100	0.00	0	1.00	33,100
Road Marking Equipment Operator II	2.00	91,192	2.00	74,600	2.00	74,600
Road Marking Equipment Operator III	0.00	0	1.00	53,892	1.00	53,892
Senior Equipment Operator	15.00	653,920	14.00	613,745	15.00	646,629
Superintendent Highways	1.00	82,183	1.00	82,183	2.00	128,617
Trades/Laborer	3.00	124,332	3.00	124,332	5.00	195,976
Traffic Operations Supervisor	2.00	149,153	2.00	124,674	2.00	119,678
Traffic Sign Mechanic I	1.00	50,309	1.00	41,487	3.00	84,507
Traffic Sign Mechanic II	2.00	81,048	2.00	81,048	1.00	37,930
Traffic Sign Mechanic III	1.00	46,568	1.00	46,568	1.00	45,274
Utility Worker I	3.00	113,178	3.00	113,178	3.00	110,615
Utility Worker II	3.00	160,628	2.00	106,197	2.00	91,192
Vertical Inspector II	2.00	102,878	0.00	0	0.00	0
Vertical Inspector III	1.00	60,285	0.00	0	0.00	0
FULL-TIME SALARIES	216.00	11,444,962	206.00	10,641,758	205.00	10,520,748
SALARY OFFSET		(56,300)		(104,272)		0
TOTAL FULL-TIME SALARIES	216.00	11,388,662	206.00	10,537,486	205.00	10,520,748
TEMPORARY SALARIES		61,751		0		0
TOTAL 27TH PAY COST		0		0		489,180
FURLOUGH SAVINGS		(223,753)		0		0
SUB-TOTAL HIGHWAYS FUND SALARIES	216.00	11,226,660	206.00	10,537,486	205.00	11,009,928

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - WATER & SEWER FUND</u>						
Accountant III	1.00	101,865	1.00	101,865	1.00	101,865
Administrative Assistant I	0.00	0	0.00	0	1.00	40,107
Administrative Assistant II	8.00	387,542	7.00	329,494	7.00	329,494
Administrative Specialist II	1.00	79,376	1.00	79,376	1.00	79,375
Assistant Superintendent	0.00	0	8.00	640,528	8.00	640,530
Assistant Superintendent of Plant Operations	2.00	175,997	0.00	0	0.00	0
Central Stores Coordinator	1.00	37,795	0.00	0	0.00	0
Central Stores Manager	1.00	41,513	2.00	81,413	2.00	81,413
Chemist	1.00	57,260	1.00	57,260	1.00	57,260
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Water & Sewer	0.00	0	3.00	348,757	3.00	351,042
Chief, Water & Sewer Administration	1.00	120,025	0.00	0	0.00	0
Chief, Water & Sewer Facilities	1.00	110,992	0.00	0	0.00	0
Chief, Water & Sewer Operations	1.00	118,937	0.00	0	0.00	0
Chief, Water & Sewer Utility Technician	1.00	73,138	0.00	0	0.00	0
Civil Engineer I	1.00	43,900	1.00	43,900	1.00	43,900
Civil Engineer II	1.00	67,757	2.00	115,157	2.00	115,157
Civil Engineer III	4.00	379,683	4.00	379,681	4.00	379,681
Civil Engineer IV	1.00	110,992	1.00	110,992	1.00	110,992
Computer Records Assistant	1.00	43,892	1.00	43,892	1.00	43,892
Computer System Engineer II	2.00	146,208	0.00	0	0.00	0
Computer System Engineer III	0.00	0	2.00	146,208	2.00	146,208
Database Administrator	1.00	69,795	1.00	69,795	1.00	69,795
Deputy Director Public Works	1.00	122,179	1.00	122,179	1.00	122,179
Drafting Technician II	1.00	56,112	1.00	56,112	1.00	56,112
Electrician	1.00	58,335	1.00	44,322	1.00	44,322
Engineering Associate III	1.00	51,852	1.00	51,852	1.00	51,852
Engineering Associate V	1.00	91,846	0.00	0	0.00	0
Equipment Repair Specialist	1.00	37,300	1.00	37,300	1.00	37,300
GIS Coordinator	1.00	70,094	1.00	70,094	1.00	70,094
Instrumentation Technician	1.00	56,136	1.00	56,136	1.00	56,136
Laboratory Assistant	2.00	67,244	1.00	42,760	0.00	0
Laboratory Technician	3.00	143,150	4.00	182,640	5.00	226,683
Management Assistant II	3.00	230,153	3.00	230,153	3.00	230,153

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - WATER & SEWER FUND</u>						
Permits Clerk	1.00	27,500	2.00	60,600	0.00	0
Plant Operations Manager	2.00	148,423	2.00	162,651	2.00	162,651
Plant Operator (Water / Wastewater)	17.00	812,093	17.00	806,633	18.00	832,301
Plant Operator Trainee I (Water / Wastewater)	7.00	194,875	4.00	111,588	5.00	139,089
Plant Operator Trainee II (Water / Wastewater)	5.00	168,065	8.00	267,365	7.00	233,743
Plant Superintendent Water & Sewer	0.00	0	3.00	302,962	3.00	266,433
Plant Superintendent W & S Facilities Maintenance	1.00	98,011	0.00	0	0.00	0
Plant Superintendent Water / Wastewater Operator	2.00	225,303	0.00	0	0.00	0
Pretreatment Inspector	1.00	67,857	1.00	43,900	1.00	43,900
Process Engineer	2.00	160,520	2.00	160,520	2.00	160,520
Senior Electric Water & Sewer	0.00	0	1.00	58,335	1.00	58,335
Senior Instrument Technician	1.00	61,897	1.00	61,897	1.00	61,897
Senior Laboratory Technician	1.00	47,400	1.00	47,400	1.00	47,400
Senior Plant Operator	9.00	559,452	8.00	497,557	8.00	455,884
Senior W/WW Facility Mechanic	3.00	171,508	3.00	171,507	3.00	171,507
Shift Supervisor / Plant Operations	6.00	381,838	6.00	392,790	6.00	392,791
Superintendent of Laboratories	1.00	65,409	1.00	65,409	1.00	65,409
Superintendent of Water & Sewer Facilities	1.00	90,508	1.00	90,507	1.00	90,507
Supervisor, Meter Operations	1.00	85,550	0.00	0	0.00	0
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	66,544	1.00	66,544
Water & Sewer Maintenance Supervisor	4.00	305,846	0.00	0	0.00	0
Water & Sewer Permits Technician	1.00	35,600	1.00	35,600	1.00	35,600
Water & Sewer Utility Crew Chief	5.00	266,811	6.00	310,710	6.00	310,710
Water & Sewer Utility Technician II	1.00	63,799	1.00	63,799	1.00	63,799
Water & Sewer Utility Technician III	3.00	210,009	3.00	189,575	3.00	189,575
Water & Sewer Utility Worker I	8.00	287,592	6.00	219,570	3.00	126,962
Water & Sewer Utility Worker II	10.00	318,012	12.00	373,015	15.00	461,609
Water & Sewer Utility Worker III (Certified)	2.00	74,600	1.00	37,300	3.00	112,547
Water & Sewer Utility Worker III (Non-Certified)	5.00	164,841	5.00	166,642	3.00	103,093
Water & Sewer Utility Worker IV	2.00	104,677	2.00	104,677	2.00	104,677
Water/Wastewater Facility Mechanic	6.00	328,101	8.00	417,804	9.00	455,104
Water/Wastewater Facility Mechanic Trainee	3.00	117,076	1.00	33,100	0.00	0

STAFF SUMMARY

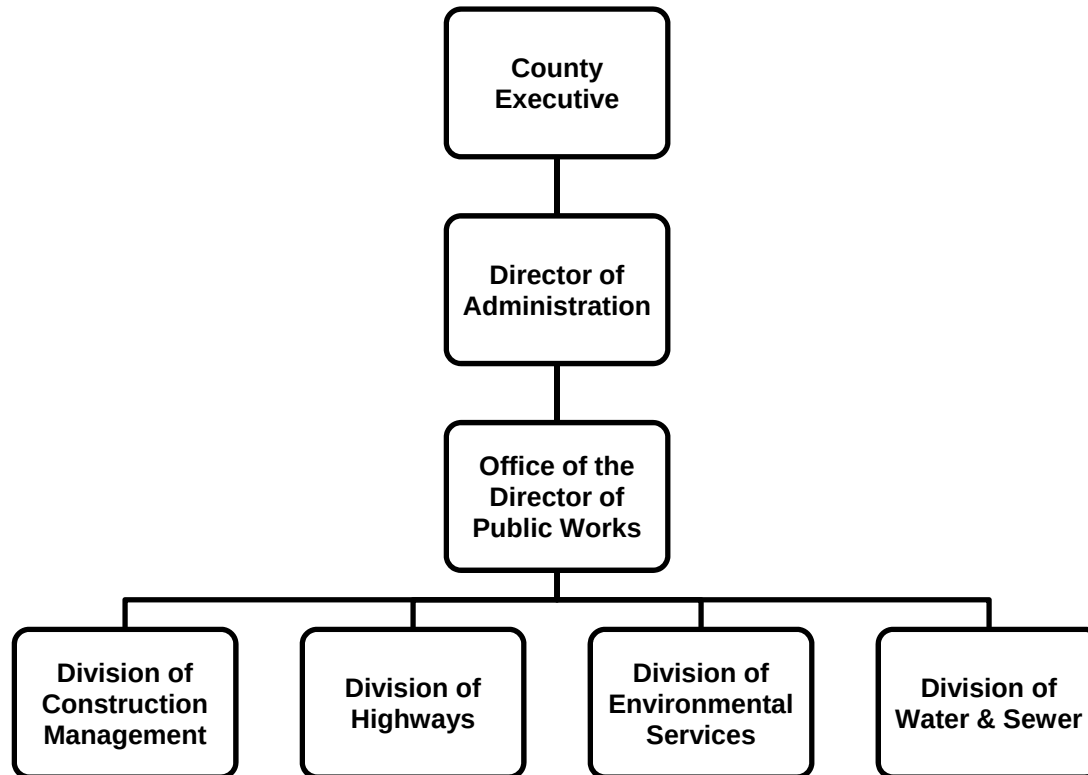
POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - WATER & SEWER FUND</u>						
Water Meter Mechanic I	1.00	51,958	1.00	51,958	1.00	51,958
Water Meter Mechanic II	7.00	293,226	7.00	293,227	7.00	293,227
Water Meter Technician I	2.00	107,784	2.00	107,784	2.00	107,784
Water Meter Technician II	1.00	57,813	1.00	57,814	1.00	57,814
FULL-TIME SALARIES	170.00	9,442,966	170.00	9,344,006	170.00	9,280,312
SALARY OFFSET		(11,744)		(11,744)		(11,744)
TOTAL FULL-TIME SALARIES	170.00	9,431,222	170.00	9,332,262	170.00	9,268,568
TEMPORARY SALARIES		110,277		107,243		107,243
TOTAL 27TH PAY COST		0		0		440,046
FURLOUGH SAVINGS		(195,661)		0		0
SUB-TOTAL WATER & SEWER SALARIES	<u>170.00</u>	<u>9,345,838</u>	<u>170.00</u>	<u>9,439,505</u>	<u>170.00</u>	<u>9,815,857</u>

	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - DEPARTMENT TOTALS</u>						
FULL-TIME SALARIES	450.00	24,202,403	433.00	22,779,808	432.00	22,536,584
SALARY OFFSET		(103,547)		(186,979)		(11,744)
TOTAL PART-TIME SALARIES	1.00	66,830	0.00	0	0.60	24,960
TOTAL DEPARTMENTAL TEMPORARY SALARIES		240,321		137,243		121,143
TOTAL OTHER PERSONAL SERVICES		12,123,161		11,002,667		12,640,836
TOTAL 27TH PAY COST		0		0		1,058,329
TOTAL FURLOUGH SAVINGS		(489,858)		0		0
DEPARTMENTAL SALARY TOTAL	<u>451.00</u>	<u>36,039,310</u>	<u>433.00</u>	<u>33,732,739</u>	<u>432.60</u>	<u>36,370,108</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PUBLIC WORKS

OFFICE OF THE DIRECTOR



DEPARTMENT: PUBLIC WORKS

DIVISION: 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 and Water Resources, Environmental Services and Construction Management. This assures support and participation from each division of the Department in water quality 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 '11 - '12 GOAL:

- 1 TO WORK TOWARDS A DEPARTMENT OF PUBLIC WORKS THAT IS EFFICIENT, QUALITY AND CUSTOMER SERVICE ORIENTED, AND AS COST EFFECTIVE AS ANY COMPARABLE ORGANIZATION IN THE REGION, MAKING AND DOCUMENTING THE COMPARISONS AND CHANGES WE VIEW AS NECESSARY, WHILE AT THE SAME TIME PROVIDING FOR A SAFE AND SECURE WORK ENVIRONMENT FOR OUR EMPLOYEES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	332,214	327,870	246,149	275,756	275,756
20	CONTRACTUAL SERVICES	16,851	16,010	16,600	15,300	15,300
30	SUPPLIES & MATERIALS	1,447	920	1,400	1,110	1,110
40	BUSINESS & TRAVEL	3,095	3,760	5,790	4,240	4,240
70	MISCELLANEOUS	1,630	0	0	0	0
80	INTER-GOV'T/INTER-FUND	0	0	10,440	0	0
	GRAND TOTAL	355,237	348,560	280,379	296,406	296,406
	<u>FUNDING SOURCE:</u>					
25	HIGHWAYS	355,237	348,560	280,379	296,406	296,406

DEPARTMENT: PUBLIC WORKS**DIVISION: Director's Office****INDEX: 303110****FINANCIAL NOTES:**

The \$16,027 net increase in funding for the Director's Office is the result of:

	FY 11	FY 12	CHANGE
o	0	0	0 One Administrative Secretary III position abolished, position was unfunded in FY 11
o		8,802	8,802 Additional funds provided for a 27th pay which will occur in FY 12
o	15,620	24,763	9,143 Pension/Retirement rate adjustments
o	534	381	(153) Workers' Compensation rate adjustments
o	25,607	37,422	11,815 Health Benefits are adjusted for an anticipated 15%, as well as staff opting for changes in their level of coverage
o	2,400	2,200	(200) Office Equipment - decrease based on actual copier lease
o	300	200	(100) Other Professional Services - consultant fees as needed decreased based on actual expense history
o	2,700	1,700	(1,000) Telephone Service - decrease due to County-wide Share Plan
o	700	500	(200) General Office Supplies - decrease due to actual expense history
o	1,400	900	(500) Lodging - decrease due to the state of the economy
o	1,450	500	(950) Due to the Director of DPW transferring his vehicle to Water & Sewer Administration the following line items were adjusted:

FY 11	FY 12	Change	
600	0	(600)	County Owned Vehicles
800	0	(800)	Fuel Charges
50	500	450	Mileage
<u>1,450</u>	<u>500</u>	<u>(950)</u>	

o	10,440	0	(10,440) Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - OFFICE OF THE DIRECTOR - HIGHWAYS FUND
DIVISION: DIRECTOR OF PUBLIC WORKS

Index No. 303110

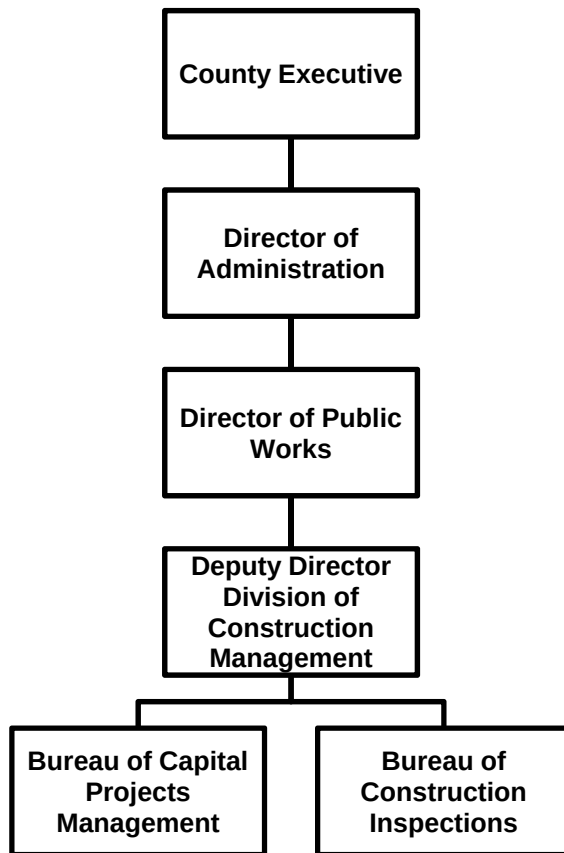
POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Budget Technician I	1.00	66,338	0.00	0	0.00	0
Administrative Budget Technician II	0.00	0	1.00	68,328	1.00	68,328
Administrative Secretary III	1.00	68,990	1.00	0	0.00	0 A
Director of Public Works	1.00	122,160	1.00	122,160	1.00	122,160
TOTAL FULL-TIME SALARIES	3.00	257,488	3.00	190,488	2.00	190,488
OTHER PERSONAL SERVICES						
Pension		24,770		15,620		24,763
Workers' Compensation		772		534		381
Health Benefits		31,004		25,607		37,422
FICA		18,746		13,620		13,620
Miscellaneous		420		280		280
TOTAL OTHER PERSONAL SERVICES		75,712		55,661		76,466
TOTAL 27TH PAY COST		0		0		8,802
TOTAL FURLOUGH SAVINGS		(5,331)		0		0
TOTAL PERSONAL SERVICES	3.00	327,869 *	3.00	246,149	2.00	275,756

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) unfunded Administrative Secretary III position abolished - #0713

DEPARTMENT OF PUBLIC WORKS

DIVISION OF CONSTRUCTION MANAGEMENT



PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

ORIGIN/PURPOSE:

The Division of Construction Management is one of four 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
- Enforcement inspections of erosion and sediment control measures at all public and private construction sites county-wide

MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE DESIGN MANAGEMENT AND CONSTRUCTION MANAGEMENT/INSPECTION SERVICES IN A COST EFFECTIVE MANNER
TO DELIVER HIGH QUALITY FACILITIES AND INFRASTRUCTURE PROJECTS TO MEET THE NEEDS OF HARFORD COUNTY

FY '11 - '12 KEY GOAL:

- 1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	3,282,178	3,075,807	2,929,909	3,124,490	3,124,490
20	CONTRACTUAL SERVICES	179,788	226,544	256,550	247,558	247,558
30	SUPPLIES & MATERIALS	22,350	19,670	19,400	17,750	17,750
40	BUSINESS & TRAVEL	103,459	70,847	126,215	95,455	95,455
50	CAPITAL OUTLAY	3,646	0	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	22,613	44,136	44,136	0	0
	GRAND TOTAL	3,614,034	3,437,004	3,376,210	3,485,253	3,485,253
<u>SUMMARY BY FUND:</u>						
25	HIGHWAYS	3,614,034	3,437,004	3,376,210	3,485,253	3,485,253
	GRAND TOTAL	3,614,034	3,437,004	3,376,210	3,485,253	3,485,253
<u>SUMMARY BY DIVISION:</u>						
303125	BUREAU OF CAPITAL PROJECTS MANAGEMENT	804,107	724,708	697,378	731,151	731,151
303220	BUREAU OF CONSTRUCTION INSPECTIONS	2,809,927	2,712,296	2,678,832	2,754,102	2,754,102
	GRAND TOTAL	3,614,034	3,437,004	3,376,210	3,485,253	3,485,253

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	45,140	0.00	0	0.00	0
Administrative Assistant II	2.00	106,785	3.00	164,259	3.00	164,259
Administrative Budget Technician I	1.00	66,338	1.00	66,338	1.00	66,338
Chief, Bureau of Construction Management	1.00	87,877	1.00	87,877	1.00	87,877
Chief, Construction Inspector	4.00	314,201	3.00	240,691	3.00	242,226
Chief, Vertical Inspector	1.00	75,475	1.00	75,475	1.00	75,475
Civil Engineer IV	1.00	105,670	1.00	105,670	1.00	105,670
Deputy Director of Public Works	1.00	105,448	1.00	105,448	1.00	105,448
Engineering Associate IV	1.00	57,705	0.00	0	0.00	0
Engineering Associate V	1.00	91,847	1.00	57,705	1.00	57,705
Inspector II	13.00	690,712	13.00	669,627	13.00	666,499
Inspector III	8.00	539,205	7.00	478,523	7.00	462,705
FULL-TIME SALARIES	35.00	2,286,403	32.00	2,051,613	32.00	2,034,202
SALARY OFFSET		(20,320)		0		0
TOTAL FULL-TIME SALARIES	35.00	2,266,083	32.00	2,051,613	32.00	2,034,202
TEMPORARY SALARIES		51,081		0		0
SALARY TOTAL	35.00	2,317,164	32.00	2,051,613	32.00	2,034,202

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		223,346		168,232		264,446
Workers' Compensation		65,574		55,443		39,707
Health Benefits		383,424		380,159		422,500
Overtime & Shift Differential		129,000		105,000		101,000
FICA		190,368		164,982		163,458
Miscellaneous		4,900		4,480		4,480
TOTAL OTHER PERSONAL SERVICES		996,612		878,296		995,591
TOTAL 27TH PAY COST		0		0		94,697
TOTAL FURLOUGH SAVINGS		(47,969)		0		0
TOTAL PERSONAL SERVICES	35.00	3,265,807 *	32.00	2,929,909	32.00	3,124,490

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**DIVISION: Bureau of Capital Projects Management****INDEX: 303125****ORIGIN/PURPOSE:**

The Bureau of Capital Projects Management 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 '11 - '12 GOAL:

1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	758,290	686,338	646,020	698,271	698,271
20	CONTRACTUAL SERVICES	17,597	15,595	16,150	15,150	15,150
30	SUPPLIES & MATERIALS	6,013	5,234	6,300	5,250	5,250
40	BUSINESS & TRAVEL	15,111	8,613	19,980	12,480	12,480
50	CAPITAL OUTLAY	2,666	0	0	0	0
80	INTER-GOVERNMENTAL / INTER-FUND	4,430	8,928	8,928	0	0
	GRAND TOTAL	804,107	724,708	697,378	731,151	731,151
<u>FUNDING SOURCE:</u>						
25	HIGHWAYS	804,107	724,708	697,378	731,151	731,151

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**DIVISION: Bureau of Capital Projects Management****INDEX: 303125****FINANCIAL NOTES:**

The \$33,773 net increase in funding for Bureau of Capital Projects Management is the result of:

	FY 11	FY 12	CHANGE	
o		21,329	21,329	Additional funds provided for a 27th pay which will occur in FY 12
o	37,678	59,733	22,055	Pension/Retirement rate adjustments
o	9,266	6,704	(2,562)	Workers' Compensation rate adjustments
o	98,075	113,696	15,621	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	5,000	1,000	(4,000)	Overtime - decrease due to state of the economy
o	7,500	6,500	(1,000)	Telephone Service - decrease due to County-wide Share Plan
o	20,700	12,700	(8,000)	Line items significantly adjusted, based on actual expense history and state of the economy:
		FY 11	FY 12	Change
		2,000	1,500	(500)
		8,000	5,000	(3,000)
		8,000	5,000	(3,000)
		2,000	1,000	(1,000)
		700	200	(500)
		<u>20,700</u>	<u>12,700</u>	<u>(8,000)</u>
o	8,928	0	(8,928)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND
DIVISION: BUREAU OF CAPITAL PROJECTS MANAGEMENT

Index No. 303125

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	45,140	0.00	0	0.00	0
Administrative Assistant II	0.00	0	1.00	57,474	1.00	57,474
Chief, Vertical Inspector	1.00	75,475	1.00	75,475	1.00	75,475
Civil Engineer IV	1.00	105,670	1.00	105,670	1.00	105,670
Engineering Associate IV	1.00	57,705	0.00	0	0.00	0
Engineering Associate V	1.00	91,847	1.00	57,705	1.00	57,705
Inspector II	2.00	102,878	2.00	102,878	2.00	102,878
Inspector III	1.00	60,285	1.00	60,285	1.00	60,285
SALARY TOTAL	8.00	539,000	7.00	459,487	7.00	459,487
OTHER PERSONAL SERVICES						
Retirement & Pension		51,852		37,678		59,733
Workers' Compensation		10,742		9,266		6,704
Health Benefits		93,862		98,075		113,696
Overtime		9,000		5,000		1,000
FICA		41,921		35,534		35,342
Miscellaneous		1,120		980		980
TOTAL OTHER PERSONAL SERVICES		208,497		186,533		217,455
TOTAL 27TH PAY COST		0		0		21,329
TOTAL FURLOUGH SAVINGS		(11,158)		0		0
TOTAL PERSONAL SERVICES	8.00	736,339 *	7.00	646,020	7.00	698,271

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

DIVISION: Bureau of Construction Inspections

INDEX: 303220

ORIGIN/PURPOSE:

The Bureau of Construction Inspections (BCI) provides 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. BCI also provides enforcement inspections of erosion and sediment control measures at all public and private construction sites county-wide.

FY '11 - '12 GOAL:

- 1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	2,523,888	2,389,469	2,283,889	2,426,219	2,426,219
20	CONTRACTUAL SERVICES	162,191	210,949	240,400	232,408	232,408
30	SUPPLIES & MATERIALS	16,337	14,436	13,100	12,500	12,500
40	BUSINESS & TRAVEL	88,348	62,234	106,235	82,975	82,975
50	CAPITAL OUTLAY	980	0	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	18,183	35,208	35,208	0	0
	GRAND TOTAL	<u>2,809,927</u>	<u>2,712,296</u>	<u>2,678,832</u>	<u>2,754,102</u>	<u>2,754,102</u>
	<u>FUNDING SOURCE:</u>					
25	HIGHWAYS	<u>2,809,927</u>	<u>2,712,296</u>	<u>2,678,832</u>	<u>2,754,102</u>	<u>2,754,102</u>

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**DIVISION: Bureau of Construction Inspections****INDEX: 303220****FINANCIAL NOTES:**

The \$75,270 net increase in funding for Bureau of Construction Inspections is the result of:

	FY 11	FY 12	CHANGE
o	1,592,126	1,574,715	(17,411) Full Time Salaries (17,411) Staff Turnover (1.09%)
o		73,368	73,368 Additional funds provided for a 27th pay which will occur in FY 12
o	130,554	204,713	74,159 Pension/Retirement rate adjustments
o	46,177	33,003	(13,174) Workers' Compensation rate adjustments
o	282,084	308,804	26,720 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	129,448	128,116	(1,332) FICA adjustments
o	130,000	135,908	5,908 Space & Real Estate Rental - lease increase for offices at 15 N Bond Street
o	20,000	13,000	(7,000) Telephone Service - decrease due to County-wide Share Plan
o	4,600	0	(4,600) Data Processing Software - discontinued annual Sharp Budgeter licensing
o	116,000	91,000	(25,000) Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change
	15,000	13,000	(2,000) Electricity
	40,000	33,000	(7,000) County Owned Vehicles
	55,000	42,000	(13,000) Fuel Charges
	6,000	3,000	(3,000) Non-Targeted Charges - FVS
	<u>116,000</u>	<u>91,000</u>	<u>(25,000)</u>
o	35,208	0	(35,208) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND
DIVISION: BUREAU OF CONSTRUCTION INSPECTIONS

Index No. 303220

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	106,785	2.00	106,785	2.00	106,785
Administrative Budget Technician I	1.00	66,338	1.00	66,338	1.00	66,338
Chief, Bureau of Construction Mgt	1.00	87,877	1.00	87,877	1.00	87,877
Chief, Construction Inspector	4.00	314,201	3.00	240,691	3.00	242,226
Deputy Director of Public Works	1.00	105,448	1.00	105,448	1.00	105,448
Inspector II	11.00	587,834	11.00	566,749	11.00	563,621
Inspector III	7.00	478,920	6.00	418,238	6.00	402,420
FULL-TIME SALARIES	27.00	1,747,403	25.00	1,592,126	25.00	1,574,715
SALARY OFFSET		(20,320)		0		0
TOTAL FULL-TIME SALARIES	27.00	1,727,083	25.00	1,592,126	25.00	1,574,715
TEMPORARY SALARIES		51,081		0		0
SALARY TOTAL	27.00	1,778,164	25.00	1,592,126	25.00	1,574,715

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND
DIVISION: BUREAU OF CONSTRUCTION INSPECTIONS

Index No. 303220

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		171,494		130,554		204,713
Workers' Compensation		54,832		46,177		33,003
Health Benefits		289,562		282,084		308,804
Overtime		120,000		100,000		100,000
FICA		148,447		129,448		128,116
Miscellaneous		3,780		3,500		3,500
TOTAL OTHER PERSONAL SERVICES		788,115		691,763		778,136
TOTAL 27TH PAY COST		0		0		73,368
TOTAL FURLOUGH SAVINGS		(36,811)		0		0
TOTAL PERSONAL SERVICES	27.00	2,529,468 *	25.00	2,283,889	25.00	2,426,219

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DPW - CONSTRUCTION MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To ensure effective delivery of the Engineering and Construction programs.

Department Objective

To maintain a level of inspector productivity that is equal to or greater than the industry standard.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$486,130	\$480,000	\$480,000	\$420,000	\$420,000
Number of staff*	8.25	8	8	7	7
<u>Output:</u>					
Dollar cost of construction work that was inspected	\$11,609,193	\$11,612,594	\$13,711,311	\$10,000,000	\$10,000,000
<u>Efficiency:</u>					
Construction work inspected per inspector (measured in dollar cost of inspected work)	\$1,407,175	\$1,451,574	\$1,713,914	\$1,428,571	\$1,428,571
Target for each inspector (based on industry standard)	\$1,180,283	\$1,215,691	\$1,240,005	\$1,240,005	\$1,240,005
<u>Service Quality:</u>					
Percent of industry standard achieved	119%	119%	138%	115%	117%
<u>Outcome:</u>					
Inspection costs as a percentage of construction amount	4.2%	4.1%	3.5%	4.2%	4.2%

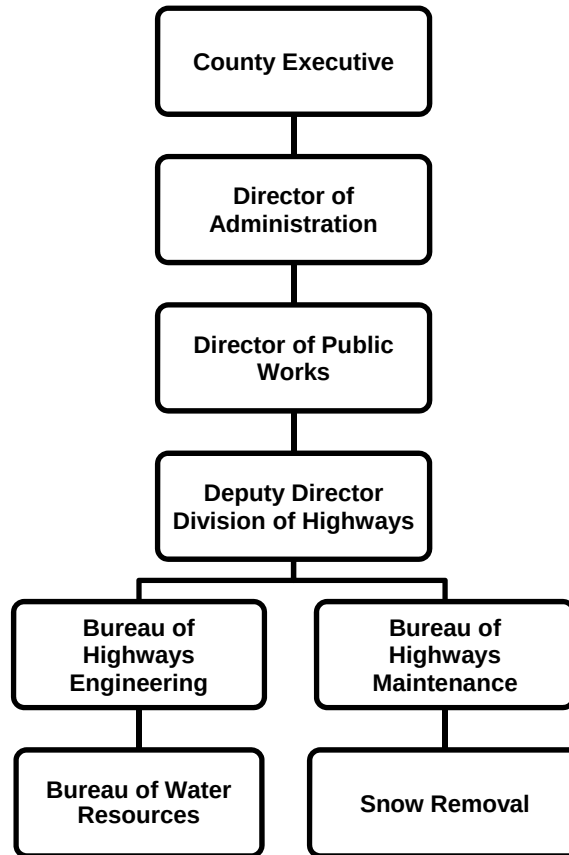
*includes 6 to 7 County employees and consultants as needed

Explanation and Analysis of Performance Measures

Industry standards suggest an annual target for the total value of construction projects that one inspector should be able to inspect. This measure presents the value of construction projects successfully inspected by Harford County inspectors as compared to the industry standard.

DEPARTMENT OF PUBLIC WORKS

DIVISION OF HIGHWAYS



PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

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 three distinct functional areas:

BUREAU OF WATER RESOURCES: Responsibilities include review and approval of stormwater management and sediment control plans for development related and capital projects. In addition, the requirements of the National Pollution Discharge Elimination System Permit are handled by this section. These include watershed surveys and assessments, design and construction of stormwater management retrofits and stream restorations, inspection for illicit discharges, and a public information outreach. In FY 11 all funds were transferred from Bureau of Water Resources - General Fund - #301603 to a new index - Bureau of Water Resources - #303310 and are appropriated under the Highways Fund.

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 1,044 miles of County roadways; 221 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,611 street lights.

Snow Removal: Overtime cost, materials, meals, and other related expenses incurred for snow removal operations are budgeted in this account under the purview of the Bureau of Highways Maintenance.

MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE HIGH QUALITY ENGINEERING, MAINTAIN ROADWAY INFRASTRUCTURE, AND STREAM QUALITY IN A COST EFFECTIVE MANNER TO MEET THE NEEDS OF HARFORD COUNTY

FY '11 - '12 KEY GOALS:

- 1 TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK
- 2 TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES
- 3 TO IMPROVE STREAM WATER QUALITY THROUGH EFFECTIVE URBAN RUNOFF CONTROLS AND THROUGH STREAM RESTORATION PROGRAMS

PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	13,691,207	14,577,624	12,601,060	13,559,432	13,559,432
20	CONTRACTUAL SERVICES	3,572,601	4,256,930	2,763,795	2,608,570	2,608,570
30	SUPPLIES & MATERIALS	3,657,674	2,898,443	2,666,890	2,654,890	2,654,890
40	BUSINESS & TRAVEL	1,374,272	1,316,661	1,402,500	1,387,200	1,387,200
50	CAPITAL OUTLAY	74,074	113,416	3,000	3,000	3,000
70	MISCELLANEOUS	6,495,574	2,239,479	4,982,741	4,537,998	4,537,998
80	INTER-GOVERNMENTAL / INTER-FUND	292,066	685,324	684,456	0	0
	GRAND TOTAL	29,157,468	26,087,877	25,104,442	24,751,090	24,751,090

SUMMARY BY FUND:

11	GENERAL	1,126,579	662,947	0	0	0
25	HIGHWAYS	28,030,889	25,424,930	25,104,442	24,751,090	24,751,090
	GRAND TOTAL	29,157,468	26,087,877	25,104,442	24,751,090	24,751,090

SUMMARY BY DIVISION:

GENERAL FUND:

301603	BUREAU OF WATER RESOURCES	1,126,579	662,947	0	0	0

HIGHWAYS FUND:

303210	BUREAU OF HIGHWAYS ENGINEERING	2,966,071	3,361,747	3,233,269	2,560,413	2,560,413
303310	BUREAU OF WATER RESOURCES	0	0	701,798	1,308,285	1,308,285
303410	BUREAU OF HIGHWAYS MAINTENANCE	23,456,498	18,210,551	19,702,715	19,415,732	19,415,732
303430	SNOW REMOVAL	1,608,320	3,852,632	1,466,660	1,466,660	1,466,660
	GRAND TOTAL	29,157,468	26,087,877	25,104,442	24,751,090	24,751,090

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>DIVISION OF HIGHWAYS AND WATER RESOURCES - GENERAL FUND</u>						
Administrative Assistant II	0.00	0	0.00	0	0.00	0
Civil Engineer II	1.00	88,321	0.00	0	0.00	0
Civil Engineer III	1.00	88,757	0.00	0	0.00	0
Engineering Associate I	2.00	73,275	0.00	0	0.00	0
Engineering Associate IV	3.00	247,738	0.00	0	0.00	0
Planner II	1.00	66,270	0.00	0	0.00	0
FULL-TIME SALARIES	8.00	564,361	0.00	0	0.00	0
SALARY OFFSET		(35,503)		0		0
TOTAL FULL-TIME SALARIES	8.00	528,858	0.00	0	0.00	0
PART-TIME SALARIES						
Civil Engineer II	1.00	66,830	0.00	0	0.00	0
TOTAL PART-TIME SALARIES	1.00	66,830	0.00	0	0.00	0
TEMPORARY SALARIES		3,557		0		0
FURLOUGH SAVINGS		(12,405)		0		0
SUB-TOTAL GENERAL FUND SALARIES	9.00	586,840	0.00	0	0.00	0

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND</u>						
Accounting Clerk II	2.00	105,013	1.00	46,568	1.00	46,568
Administrative Assistant I	1.00	35,595	1.00	35,595	0.00	0
Administrative Assistant II	6.00	291,335	5.00	234,981	5.00	245,052
Administrative Budget Technician I	1.00	51,398	1.00	51,398	1.00	51,398
Administrative Specialist I	1.00	64,672	2.00	113,100	3.00	162,163
Asset Manager	0.00	0	0.00	0	1.00	74,124
Assistant Superintendent of Highways	3.00	219,256	3.00	192,025	0.00	0
Central Stores Coordinator	1.00	34,250	1.00	34,250	0.00	0
Central Stores Manager	1.00	54,728	1.00	35,278	1.00	40,650
Chauffeur-Laborer	24.00	829,569	24.00	820,068	26.00	852,583
Chief, Access & Utilities Permits	1.00	98,991	0.00	0	0.00	0
Chief, Construction Inspector	0.00	0	1.00	70,306	1.00	70,306
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Chief, Highways Division	1.00	95,763	1.00	84,648	1.00	86,292
Civil Engineer II	1.00	53,492	4.00	275,473	4.00	275,473
Civil Engineer III	6.00	612,675	6.00	592,273	6.00	592,273
Civil Engineer IV	0.00	0	1.00	109,159	1.00	109,159
Communications Specialist II	1.00	49,942	1.00	49,942	1.00	49,942
Construction Inspector II	1.00	56,000	0.00	0	0.00	0
Crew Chief	13.00	684,404	11.00	556,332	12.00	593,501
Deputy Director of Public Works	1.00	123,401	1.00	123,401	1.00	123,401
Drafting Technician I	1.00	53,529	1.00	53,529	1.00	53,529
Engineering Associate I	0.00	0	2.00	73,275	3.00	119,843
Engineering Associate II	2.00	88,529	2.00	88,529	1.00	48,219
Engineering Associate III	2.00	134,192	0.00	0	0.00	0
Engineering Associate IV	2.00	138,684	3.00	217,016	3.00	217,016
Engineering Associate V	1.00	91,088	3.00	260,494	3.00	261,253
Engineering Records Technician	1.00	70,963	1.00	70,963	1.00	70,963

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Equipment Operator	22.00	840,361	25.00	932,902	23.00	855,725
Equipment Operator Trainee	8.00	262,192	5.00	171,592	8.00	256,632
Equipment Repair Specialist	5.00	255,660	5.00	256,211	6.00	294,519
GIS Analyst II	0.00	0	1.00	56,657	1.00	56,657
GIS Coordinator	0.00	0	1.00	66,270	1.00	66,270
Inspector II	0.00	0	2.00	105,584	1.00	49,584
Inspector III	0.00	0	0.00	0	1.00	58,800
Laborer	12.00	346,205	11.00	310,719	5.00	160,849
Land Surveyor	1.00	84,090	1.00	84,090	1.00	84,090
Maintenance Supervisor	8.00	528,041	7.00	445,766	6.00	384,512
Management Assistant I	2.00	121,002	2.00	121,002	1.00	64,345
Management Assistant II	1.00	78,332	1.00	78,332	1.00	78,332
Road Marking Equipment Operator I	1.00	33,100	0.00	0	1.00	33,100
Road Marking Equipment Operator II	2.00	91,192	2.00	74,600	2.00	74,600
Road Marking Equipment Operator III	0.00	0	1.00	53,892	1.00	53,892
Senior Equipment Operator	15.00	653,920	14.00	613,745	15.00	646,629
Superintendent Highways	1.00	82,183	1.00	82,183	2.00	128,617
Trades / Laborer	3.00	124,332	3.00	124,332	5.00	195,976
Traffic Operations Supervisor	2.00	149,153	2.00	124,674	2.00	119,678
Traffic Sign Mechanic I	1.00	50,309	1.00	41,487	3.00	84,507
Traffic Sign Mechanic II	2.00	81,048	2.00	81,048	1.00	37,930
Traffic Sign Mechanic III	1.00	46,568	1.00	46,568	1.00	45,274
Utility Worker I	3.00	113,178	3.00	113,178	3.00	110,615
Utility Worker II	3.00	160,628	2.00	106,197	2.00	91,192
FULL-TIME SALARIES	168.00	8,258,988	171.00	8,399,657	171.00	8,296,058
SALARY OFFSET		(35,980)		(104,272)		0
TOTAL FULL-TIME SALARIES	168.00	8,223,008	171.00	8,295,385	171.00	8,296,058

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND</u>						
TEMPORARY SALARIES		10,670		0		0
TOTAL 27TH PAY COST		0		0		385,681
FURLOUGH SAVINGS		(170,453)		0		0
SUB-TOTAL HIGHWAYS FUND SALARIES	<u>168.00</u>	<u>8,063,225</u>	<u>171.00</u>	<u>8,295,385</u>	<u>171.00</u>	<u>8,681,739</u>
OTHER PERSONAL SERVICES						
Pension		892,389		695,600		1,086,902
Workers' Compensation		538,736		467,077		336,434
Health Benefits		1,905,266		1,883,903		2,195,072
Overtime		595,500		560,000		560,000
FICA		724,945		675,295		675,345
Miscellaneous		24,920		23,800		23,940
TOTAL OTHER PERSONAL SERVICES		<u>4,681,756</u>		<u>4,305,675</u>		<u>4,877,693</u>
<u>DIVISION OF HIGHWAYS AND WATER RESOURCES TOTALS</u>						
TOTAL FULL TIME SALARIES	176.00	8,823,349	171.00	8,399,657	171.00	8,296,058
TOTAL SALARY OFFSET		(71,483)		(104,272)		0
TOTAL PART-TIME SALARIES	1.00	66,830	0.00	0	0.00	0
TOTAL TEMPORARY SALARIES		14,227		0		0
TOTAL 27TH PAY COST		0		0		385,681
TOTAL FURLOUGH SAVINGS		(182,858)		0		0
TOTAL OTHER PERSONAL SERVICES		<u>4,681,756</u>		<u>4,305,675</u>		<u>4,877,693</u>
DIVISION OF HIGHWAYS AND WATER RESOURCES SALARY TOTALS	<u>177.00</u>	<u>13,331,821</u> *	<u>171.00</u>	<u>12,601,060</u>	<u>171.00</u>	<u>13,559,432</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ENACTED FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	861,827	458,650	0	0	0
20	CONTRACTUAL SERVICES	245,764	184,652	0	0	0
30	SUPPLIES & MATERIALS	7,030	6,816	0	0	0
40	BUSINESS & TRAVEL	4,937	6,598	0	0	0
50	CAPITAL OUTLAY	223	1,314	0	0	0
70	MISCELLANEOUS	6,798	4,917	0	0	0
	GRAND TOTAL	1,126,579	662,947	0	0	0

SUMMARY BY FUND:

11	GENERAL	1,126,579	662,947	0	0	0
	GRAND TOTAL	1,126,579	662,947	0	0	0

SUMMARY BY DIVISION:

301603	BUREAU OF WATER RESOURCES	1,126,579	662,947	0	0	0
	GRAND TOTAL	1,126,579	662,947	0	0	0

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

DIVISION: Bureau of Water Resources

INDEX: 301603

ORIGIN/PURPOSE:

All funds were transferred from #301603 to a new index #303310 - Bureau of Water Resources and will be appropriated under the Highways Fund instead of the General Fund.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	861,827	458,650	0	0	0
20	CONTRACTUAL SERVICES	245,764	184,652	0	0	0
30	SUPPLIES & MATERIALS	7,030	6,816	0	0	0
40	BUSINESS & TRAVEL	4,937	6,598	0	0	0
50	CAPITAL OUTLAY	223	1,314	0	0	0
70	MISCELLANEOUS	6,798	4,917	0	0	0
	GRAND TOTAL	<u>1,126,579</u>	<u>662,947</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>1,126,579</u>	<u>662,947</u>	<u>0</u>	<u>0</u>	<u>0</u>

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - GENERAL FUND
DIVISION: BUREAU OF WATER RESOURCES

Index No. 301603

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	0.00	0	0.00	0	0.00	0
Civil Engineer II	1.00	88,321	0.00	0	0.00	0
Civil Engineer III	1.00	88,757	0.00	0	0.00	0
Engineering Associate I	2.00	73,275	0.00	0	0.00	0
Engineering Associate IV	3.00	247,738	0.00	0	0.00	0
Planner II	1.00	66,270	0.00	0	0.00	0
FULL-TIME SALARIES	8.00	564,361	0.00	0	0.00	0
SALARY OFFSET		(35,503)		0		0
TOTAL FULL-TIME SALARIES	8.00	528,858	0.00	0	0.00	0
PART-TIME SALARIES						
Civil Engineer II	1.00	66,830	0.00	0	0.00	0
TOTAL PART-TIME SALARIES	1.00	66,830	0.00	0	0.00	0
TEMPORARY SALARIES		3,557		0		0
SALARY TOTAL	9.00	599,245	0.00	0	0.00	0

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - GENERAL FUND
DIVISION: BUREAU OF WATER RESOURCES

Index No. 301603

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		61,063		0		0
Workers' Compensation		7,540		0		0
Health Benefits		81,793		0		0
Overtime		4,000		0		0
FICA		49,094		0		0
Miscellaneous		1,400		0		0
TOTAL OTHER PERSONAL SERVICES		204,890		0		0
TOTAL FURLOUGH SAVINGS		0		0		0
TOTAL PERSONAL SERVICES	9.00	804,135 *	0.00	0	0.00	0

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

HIGHWAYS FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ENACTED FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	12,829,380	14,118,974	12,601,060	13,559,432	13,559,432
20	CONTRACTUAL SERVICES	3,326,837	4,072,278	2,763,795	2,608,570	2,608,570
30	SUPPLIES & MATERIALS	3,650,644	2,891,627	2,666,890	2,654,890	2,654,890
40	BUSINESS & TRAVEL	1,369,335	1,310,063	1,402,500	1,387,200	1,387,200
50	CAPITAL OUTLAY	73,851	112,102	3,000	3,000	3,000
70	MISCELLANEOUS	6,488,776	2,234,562	4,982,741	4,537,998	4,537,998
80	INTER-GOVERNMENTAL / INTER-FUND	292,066	685,324	684,456	0	0
	GRAND TOTAL	28,030,889	25,424,930	25,104,442	24,751,090	24,751,090

SUMMARY BY FUND:

25	HIGHWAYS	28,030,889	25,424,930	25,104,442	24,751,090	24,751,090
	GRAND TOTAL	28,030,889	25,424,930	25,104,442	24,751,090	24,751,090

SUMMARY BY DIVISION:

303210	BUREAU OF HIGHWAYS ENGINEERING	2,966,071	3,361,747	3,233,269	2,560,413	2,560,413
303310	BUREAU OF WATER RESOURCES	0	0	701,798	1,308,285	1,308,285
303410	BUREAU OF HIGHWAYS MAINTENANCE	23,456,498	18,210,551	19,702,715	19,415,732	19,415,732
303430	SNOW REMOVAL	1,608,320	3,852,632	1,466,660	1,466,660	1,466,660
	GRAND TOTAL	28,030,889	25,424,930	25,104,442	24,751,090	24,751,090

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Highways Engineering****INDEX: 303210****ORIGIN/PURPOSE:**

The Bureau of Highways Engineering is a major division 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 '11 - '12 GOALS:

- 1 TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK
- 2 TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	2,836,580	3,256,720	3,027,315	2,389,545	2,389,545
20	CONTRACTUAL SERVICES	68,872	44,253	79,625	62,650	62,650
30	SUPPLIES & MATERIALS	13,354	13,433	17,100	15,335	15,335
40	BUSINESS & TRAVEL	38,402	31,724	40,950	36,100	36,100
50	CAPITAL OUTLAY	2,789	4,121	0	0	0
70	MISCELLANEOUS	0	0	56,783	56,783	56,783
80	INTER-GOVERNMENTAL/INTER-FUND	6,074	11,496	11,496	0	0
	GRAND TOTAL	2,966,071	3,361,747	3,233,269	2,560,413	2,560,413
<u>FUNDING SOURCE:</u>						
25	HIGHWAYS	<u>2,966,071</u>	<u>3,361,747</u>	<u>3,233,269</u>	<u>2,560,413</u>	<u>2,560,413</u>

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Highways Engineering****INDEX: 303210****FINANCIAL NOTES:**

The (\$672,856) net decrease in funding for Bureau of Highways Engineering is the result of:

	FY 11	FY 12	CHANGE	
o	2,246,818	2,309,313	62,495	Full Time Salaries
			759	Salary adjustments based on the recommendations of the Department of Human Resources
			25,756	Staff Turnover <u>1.15%</u>
			35,980	Offset - Engineering Associate V salary to reflect actual hours worked in FY 11, employee working
			<u>62,495</u>	full-time in FY 12
o	(877,757)	(877,757)		Positions transferred between Highways divisions for FY 12:
			# of Positions	Salary
				Fringe
				Total
			1.0	66,270
				20,178
				86,448
				<i>Position transferred from Water Resources:</i>
				GIS Coordinator
				<i>Positions transferred to Water Resources:</i>
			(1.0)	(49,584)
				(25,426)
				(75,010)
			(1.0)	(109,159)
				(30,046)
				(139,205)
			(1.0)	(40,175)
				(12,230)
				(52,405)
			(1.0)	(78,332)
				(29,067)
				(107,399)
			(2.0)	(169,406)
				(57,143)
				(226,549)
			(1.0)	(70,306)
				(26,398)
				(96,704)
				<i>Positions transferred to Highways Maintenance:</i>
			(1.0)	(56,000)
				(26,531)
				(82,531)
			(1.0)	(109,159)
				(31,096)
				(140,255)
			(1.0)	(33,100)
				(11,047)
				(44,147)
			<u>(9.00)</u>	<u>(648,951)</u>
				<u>(228,806)</u>
				<u>(877,757)</u>
o	76,976	76,976		Additional funds provided for a 27th pay which will occur in FY 12
o	187,189	265,877	78,688	Pension/Retirement rate adjustments
o	30,362	24,911	(5,451)	Workers' Compensation rate adjustments
o	388,866	411,366	22,500	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	169,740	174,519	4,779	FICA adjustment

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Highways Engineering****INDEX: 303210****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	2,000	1,000	(1,000) Management Services - decrease based on actual expense history
o	20,000	8,000	(12,000) Other Professional Services - various traffic studies, survey projects and road analysis on an as needed basis decreased based on actual expense history
o	50	1,000	950 Office Equipment Service - increase due to expiration of plotter warranty
o	2,500	4,000	1,500 Operating Equipment - increase due to expiration of extended warranty on scanner and Graphtec
o	22,000	20,000	(2,000) Data Processing Software - funding for licensing contracts decreased based on actual expense history and Highways' share of the Environmental Systems Research Institute/Geographic Information System (ESRI/GIS) contract
o	77,500	67,100	(10,400) Line items significantly adjusted due to the transfer of employees to another division:
	FY 11	FY 12	Change
	19,000	17,500	(1,500) Office Equipment
	12,000	9,000	(3,000) Telephone Service
	7,000	6,000	(1,000) General Office Supplies
	2,500	2,100	(400) Drafting & Display Supplies
	14,000	12,000	(2,000) County Owned Vehicles
	15,000	14,000	(1,000) Fuel Charges
	5,000	4,000	(1,000) Membership Fees & Dues
	3,000	2,500	(500) Training Seminars
	<u>77,500</u>	<u>67,100</u>	<u>(10,400)</u>
o	56,783	56,783	0 Grants & Contributions - Baltimore Metropolitan Council (BMC) dues
o	11,496	0	(11,496) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND
DIVISION: BUREAU OF HIGHWAYS ENGINEERING

Index No. 303210

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	3.00	154,714	2.00	98,360	2.00	117,858
Administrative Budget Technician I	1.00	51,398	1.00	51,398	1.00	51,398
Administrative Specialist I	1.00	64,672	1.00	64,672	1.00	64,672
Chief, Access & Utilities Permits	1.00	98,991	0.00	0	0.00	0
Chief, Construction Inspector	0.00	0	1.00	70,306	0.00	0 A
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Civil Engineer II	1.00	53,492	1.00	53,492	1.00	53,492
Civil Engineer III	6.00	612,675	5.00	503,516	4.00	394,357 B
Civil Engineer IV	0.00	0	1.00	109,159	0.00	0 C
Deputy Director of Public Works	1.00	123,401	1.00	123,401	1.00	123,401
Drafting Technician I	1.00	53,529	1.00	53,529	1.00	53,529
Engineering Associate I	0.00	0	2.00	73,275	1.00	46,568 D
Engineering Associate II	2.00	88,529	2.00	88,529	1.00	48,219 E
Engineering Associate III	2.00	134,192	0.00	0	0.00	0
Engineering Associate IV	2.00	138,684	3.00	217,016	2.00	138,684 F
Engineering Associate V	1.00	91,088	3.00	260,494	1.00	91,847 G
Engineering Records Technician	1.00	70,963	1.00	70,963	1.00	70,963
GIS Analyst II	0.00	0	1.00	56,657	1.00	56,657
GIS Coordinator	0.00	0	0.00	0	1.00	66,270 H
Inspector II	1.00	56,000	2.00	105,584	0.00	0 I
Land Surveyor	1.00	84,090	1.00	84,090	1.00	84,090
Management Assistant II	1.00	78,332	1.00	78,332	1.00	78,332
FULL-TIME SALARIES	27.00	2,074,775	31.00	2,282,798	22.00	1,660,362
SALARY OFFSET		(35,980)		(35,980)		0
TOTAL FULL-TIME SALARIES	27.00	2,038,795	31.00	2,246,818	22.00	1,660,362
TEMPORARY SALARIES		10,670		0		0
SALARY TOTAL	27.00	2,049,465	31.00	2,246,818	22.00	1,660,362

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND
DIVISION: BUREAU OF HIGHWAYS ENGINEERING

Index No. 303210

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		208,130		187,189		215,847
Workers' Compensation		29,686		30,362		14,685
Health Benefits		338,964		388,866		293,427
Overtime		1,500		0		0
FICA		157,624		169,740		125,168
Miscellaneous		3,780		4,340		3,080
TOTAL OTHER PERSONAL SERVICES		739,684		780,497		652,207
TOTAL 27TH PAY COST		0		0		76,976
TOTAL FURLOUGH SAVINGS		(42,428)		0		0
TOTAL PERSONAL SERVICES	27.00	2,746,721	31.00	3,027,315	22.00	2,389,545

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) Chief, Construction Inspector position transferred to Bureau of Water Resources #303310 - #0718
- B - One (1) Civil Engineer III position transferred to Highways Maintenance #303410 - #0730
- C - One (1) Civil Engineer IV position transferred to Bureau of Water Resources #303310 - 0767
- D - One (1) Engineering Associate I position transferred to Highways Maintenance #303410 - #3497
One (1) Engineering Associate I position transferred to Bureau of Water Resources #303310 - #3401
- E - One (1) Engineering Associate II position reclassified as an Engineering Associate I - #0748
- F - One (1) Engineering Associate IV position transferred to Bureau of Water Resources #303310 - #0482
- G - Two (2) Engineering Associate V positions transferred to Bureau of Water Resources #303310 - #1723 & #1965
- H - One (1) GIS Coordinator position transferred from Bureau of Water Resources #303310 - #1330
- I - One (1) Inspector II position transferred to Highways Maintenance #303410 - #0808
One (1) Inspector II position transferred to Bureau of Water Resources #303310 - #1374

DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS ENGINEERING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide safe and well maintained bridges.

Department Objective

To increase the average rating of 221 County bridges while decreasing the number of bridges rated ≤ 60 in the County's bi-annual bridge inspection report.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$4,310,000	\$2,017,000	\$1,600,000	\$4,100,000	\$2,770,000
Number of staff	2.5	2.5	2.5	2.5	2.0
<u>Output:</u>					
Number of bridges in need of repair (i.e. those having ratings ≤ 60)	30	21	23	25	26
<u>Efficiency:</u>					
Average cost to bring bridges up to satisfactory rating	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
<u>Service Quality:</u>					
Percent of all bridges Countywide with rating of ≤ 60	13.9%	9.5%	10.4%	11.3%	11.7%
<u>Outcome:</u>					
Average rating of all County bridges	78.0	81.0	80.1	80.5	80.3

Explanation and Analysis of Performance Measures

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.

Related Plans and Policies

Harford County Bridge Management Program

DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS ENGINEERING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To maintain the condition, efficiency and safety of Harford County's roadway network.

Department Objective

To improve the efficiency of the resurfacing program and to upgrade the overall rating of the County's roadway network.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$8,400,000	\$10,615,975	\$7,700,000	\$5,600,000	\$5,200,000
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of miles resurfaced	17.9	36.5	32.3	20.0	12.5
Number of miles micro-surfaced	16.3	8.5	8.6	8.0	32.0
<u>Efficiency:</u>					
Cost per mile for resurfacing	\$270,000	\$275,000	\$230,000	\$270,000	\$250,000
Cost per mile for micro-surfacing	\$57,000	\$69,000	\$60,000	\$65,000	\$65,000
<u>Service Quality:</u>					
Average number of days to complete a resurfacing project	45	45	45	45	45
<u>Outcome:</u>					
Percent of roads rated ≤ 75 that receive a resurfacing	16%	32%	60%	32%	15%
Percent of County asphalt roads that are rated ≤ 75	17.2%	12.3%	8.0%	11.0%	11.0%

Explanation and Analysis of Performance Measures

The County is taking a proactive approach to the road infrastructure versus a reactive approach by striving to reduce each year the percentage of roads needing to be overlaid. This will allow citizens to travel on well maintained roads, reducing damage to vehicles and producing an aesthetically pleasing environment. The increased annual budget outlays will not have a noticeable impact on the average rating for several years.

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

DIVISION: Bureau of Water Resources

INDEX: 303310

ORIGIN/PURPOSE:

Responsibilities include review and approval of stormwater management and sediment control plans for development related and capital projects. In addition, the requirements of the National Pollution Discharge Elimination System (NPDES) Permit are handled by this section. These include watershed surveys and assessments, design and construction of stormwater management retrofits and stream restorations, inspection for illicit discharges, and a public information outreach.

In FY 11 all funds were transferred from Bureau of Water Resources - General Fund - #301603 to a new index - Bureau of Water Resources - #303310 and will be appropriated under the Highways Fund

FY '11 - '12 GOAL:

3 TO IMPROVE STREAM WATER QUALITY THROUGH EFFECTIVE URBAN RUNOFF CONTROLS AND THROUGH STREAM RESTORATION PROGRAMS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	541,948	1,258,870	1,258,870
20	CONTRACTUAL SERVICES	0	0	142,770	25,020	25,020
30	SUPPLIES & MATERIALS	0	0	9,530	10,795	10,795
40	BUSINESS & TRAVEL	0	0	7,550	13,600	13,600
	GRAND TOTAL	0	0	701,798	1,308,285	1,308,285
<u>FUNDING SOURCE:</u>						
25	HIGHWAYS	0	0	701,798	1,308,285	1,308,285

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Water Resources****INDEX: 303310****FINANCIAL NOTES:**

The \$606,487 net increase in funding for Bureau of Water Resources is the result of:

	FY 11	FY 12	CHANGE																																																								
o		648,648	648,648	Positions transferred between Highways divisions for FY 12:																																																							
				<table><tr><th># of Positions</th><th>Salary</th><th>Fringes</th><th>Total</th><th></th></tr><tr><td>1.00</td><td>49,584</td><td>29,654</td><td>79,238</td><td><i>Positions transferred from Highways Engineering:</i></td></tr><tr><td>1.00</td><td>70,306</td><td>31,013</td><td>101,319</td><td>Inspector II</td></tr><tr><td>1.00</td><td>109,159</td><td>36,677</td><td>145,836</td><td>Chief Construction Inspector</td></tr><tr><td>1.00</td><td>40,175</td><td>14,870</td><td>55,045</td><td>Civil Engineer IV</td></tr><tr><td>1.00</td><td>78,332</td><td>34,929</td><td>113,261</td><td>Engineering Associate I</td></tr><tr><td>2.00</td><td>169,406</td><td>69,000</td><td>238,406</td><td>Engineering Associate IV</td></tr><tr><td></td><td></td><td></td><td></td><td>Engineering Associate V</td></tr><tr><td></td><td></td><td></td><td></td><td><i>Position transferred to Highways Engineering:</i></td></tr><tr><td>(1.00)</td><td>(66,270)</td><td>(18,187)</td><td>(84,457)</td><td>GIS Coordinator</td></tr><tr><td><u>6.00</u></td><td><u>450,692</u></td><td><u>197,956</u></td><td><u>648,648</u></td><td></td></tr></table>	# of Positions	Salary	Fringes	Total		1.00	49,584	29,654	79,238	<i>Positions transferred from Highways Engineering:</i>	1.00	70,306	31,013	101,319	Inspector II	1.00	109,159	36,677	145,836	Chief Construction Inspector	1.00	40,175	14,870	55,045	Civil Engineer IV	1.00	78,332	34,929	113,261	Engineering Associate I	2.00	169,406	69,000	238,406	Engineering Associate IV					Engineering Associate V					<i>Position transferred to Highways Engineering:</i>	(1.00)	(66,270)	(18,187)	(84,457)	GIS Coordinator	<u>6.00</u>	<u>450,692</u>	<u>197,956</u>	<u>648,648</u>	
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o		40,650	40,650	Additional funds provided for a 27th pay which will occur in FY 12																																																							
o	34,886	52,126	17,240	Pension/Retirement rate adjustments																																																							
o	4,973	4,187	(786)	Workers' Compensation rate adjustments																																																							
o	43,267	54,436	11,169	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage																																																							
o	135,000	10,000	(125,000)	Other Professional Services - NPDES funding reallocated to the Capital budget, remaining funding is provided for unanticipated study/design services																																																							
o	300	2,600	2,300	Operating Equipment - increase due to expiration of extended warranty on scanner and Graphtec																																																							
o	0	2,000	2,000	Data Processing Software - Geographic Information System (GIS) License																																																							

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Water Resources****INDEX: 303310****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	15,650	25,450	9,800

Line items significantly adjusted due to transfer of employees into this division:

	FY 11	FY 12	Change	
5,000	6,500	1,500	Office Equipment	
1,000	2,200	1,200	Telephone Service	
2,000	3,000	1,000	General Office Supplies	
300	500	200	Safety Equipment	
3,000	5,000	2,000	County Owned Vehicle	
1,500	2,500	1,000	Fuel Charges	
1,000	2,000	1,000	Non-Targeted Charges - FVS	
0	200	200	Lodging	
50	250	200	Professional Books	
800	1,800	1,000	Membership Fees & Dues	
1,000	1,500	500	Training Seminars	
<u>15,650</u>	<u>25,450</u>	<u>9,800</u>		

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND
DIVISION: BUREAU OF WATER RESOURCES

Index No. 303310

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	1.00	48,428	1.00	48,428
Chief, Construction Inspector	0.00	0	0.00	0	1.00	70,306 A
Civil Engineer II	0.00	0	3.00	221,981	3.00	221,981
Civil Engineer III	0.00	0	1.00	88,757	1.00	88,757
Civil Engineer IV	0.00	0	0.00	0	1.00	109,159 B
Engineering Associate I	0.00	0	0.00	0	1.00	40,175 C
Engineering Associate IV	0.00	0	0.00	0	1.00	78,332 D
Engineering Associate V	0.00	0	0.00	0	2.00	169,406 E
GIS Coordinator	0.00	0	1.00	66,270	0.00	0 F
Inspector II	0.00	0	0.00	0	1.00	49,584 G
SALARY TOTAL	0.00	0	6.00	425,436	12.00	876,128
OTHER PERSONAL SERVICES						
Pension		0		34,886		113,897
Workers' Compensation		0		4,973		7,349
Health Benefits		0		43,267		152,289
FICA		0		32,546		66,877
Miscellaneous		0		840		1,680
TOTAL OTHER PERSONAL SERVICES		0		116,512		342,092
TOTAL 27TH PAY COST		0		0		40,650
TOTAL PERSONAL SERVICES	0.00	0 *	6.00	541,948	12.00	1,258,870

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND
DIVISION: BUREAU OF WATER RESOURCES

Index No. 303310

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

- A - One (1) Chief Construction Inspector position transferred from Bureau of Highways Engineering #303210 - #0718
- B - One (1) Civil Engineer IV position transferred from Bureau of Highways Engineering #303210 - #0767
- C - One (1) Engineering Associate I position transferred from Bureau of Highways Engineering #303210 - #3401
- D - One (1) Engineering Associate IV position transferred from Bureau of Highways Engineering #303210 - #0482
- E - Two (2) Engineering Associate V positions transferred from Bureau of Highways Engineering #303210 - #1723 & #1965
- F - One (1) GIS Coordinator position transferred to Bureau of Highways Engineering #303210 - #1330
- G - One (1) Inspector II position transferred from Bureau of Highways Engineering #303210 - #1374

DPW - HIGHWAYS & WATER RESOURCES - WATER RESOURCES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To improve stream water quality through effective urban runoff controls and through stream restoration programs.

Department Objective

To increase the amount of impervious cover treated.

County Goal(s) Supported

III. Efficient County Government

V. Environmental Stewardship

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Assessments initiated	\$404,586	\$452,000	\$355,000	\$200,000	\$200,000
Concept designs initiated	\$58,897	\$0	\$125,000	\$150,000	\$150,000
Final designs initiated	\$130,415	\$266,000	\$241,000	\$150,000	\$150,000
Retrofit costs	\$0	\$0	\$17,000	\$150,000	\$250,000
Stream restoration costs	\$0	\$375,504	\$0	\$600,000	\$750,000
Grants	\$0	\$140,000	\$310,000	\$200,000	\$300,000
<u>Output:</u>					
Number of retrofits constructed	0	0	0	1	2
Acres treated by retrofit	0	0	0	10	20
Number of stream restorations constructed	0	1	0	2	2
Acres treated by stream restoration	0	6	0	20	25
<u>Efficiency:</u>					
Cost per acre treated by retrofit	\$0	\$0	\$0	\$15,000	\$15,000
Cost per acre treated by stream restoration	\$0	\$62,584	\$0	\$30,000	\$30,000
<u>Service Quality:</u>					
Number of properties impacted by retrofit/restoration	0	26	0	30	50
Number of property owners responding to questionnaire	N/A*	N/A*	18	18	35
Percent of property owners responding good or excellent	N/A*	N/A*	88%	90%	90%
<u>Outcome:</u>					
Cumulative percent of impervious acres treated	1.6%	1.8%	1.8%	2.8%	3.5%
Cumulative acres treated	133.6	139.6	139.6	235.9	280.0

*These are new measures being tracked by the Department of Public Works, therefore data for previous years is unavailable.

Explanation and Analysis of Performance Measures

The outcome is a cumulative percentage. Under the County's municipal National Pollutant Discharge Elimination System (NPDES) permit, the County is required to treat 10% of this total every 5 years (i.e. FY 2004 should be 10%, FY 2009 should be 20%, etc.). The acres untreated accounts for acres developed prior to stormwater management regulations or areas that were developed with waivers or exemptions after stormwater management regulations were adopted. All new impervious area will be required to provide management under new stormwater management regulations. Costs include design, construction and administrative cost for projects constructed. The amount treated applied to non-structural practices such as street sweeping or public outreach needs to be determined. This will increase the percentages treated.

Major Related Plans and Policies

Municipal MPDES permit

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: 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 1,044 miles of County roadways; 221 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,611 street lights.

FY '11 - '12 GOAL:

- 1 TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	9,547,053	9,537,232	8,601,197	9,480,417	9,480,417
20	CONTRACTUAL SERVICES	3,091,501	2,825,681	2,395,400	2,374,900	2,374,900
30	SUPPLIES & MATERIALS	2,647,951	1,580,398	1,750,200	1,738,700	1,738,700
40	BUSINESS & TRAVEL	1,330,933	1,278,339	1,354,000	1,337,500	1,337,500
50	CAPITAL OUTLAY	64,292	80,511	3,000	3,000	3,000
70	MISCELLANEOUS	6,488,776	2,234,562	4,925,958	4,481,215	4,481,215
80	INTER-GOVERNMENTAL/INTER-FUND	285,992	673,828	672,960	0	0
	GRAND TOTAL	23,456,498	18,210,551	19,702,715	19,415,732	19,415,732
<u>FUNDING SOURCE:</u>						
25	HIGHWAYS	23,456,498	18,210,551	19,702,715	19,415,732	19,415,732

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Highways Maintenance****INDEX: 303410****FINANCIAL NOTES:**

The (\$286,983) net decrease in funding for the Bureau of Highways Maintenance is the result of:

	FY 11	FY 12	CHANGE	
o	5,623,131	5,558,509	(64,622)	Full Time Salaries
			(6,121)	Salary adjustments based on the recommendations of the Department of Human Resources
			(126,793)	Staff Turnover (2.25%)
			68,292	Restore FY 11 salary offset for Chief, Highways Division and Equipment Repair Specialist
			<u>(64,622)</u>	
o		284,043	284,043	Positions transferred between Highways divisions for FY 12:
			# of Positions	Salary
				Fringe
				Total
			1.00	58,800
			1.00	109,159
			1.00	33,100
			<u>3.00</u>	<u>201,059</u>
				31,639
				37,940
				13,405
				<u>46,505</u>
				<u>284,043</u>
o		268,055	268,055	Additional funds provided for a 27th pay which will occur in FY 12
o	473,525	731,020	257,495	Pension/Retirement rate adjustments
o	431,742	312,133	(119,609)	Workers' Compensation rate adjustments
o	1,451,770	1,710,431	258,661	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	442,409	437,466	(4,943)	FICA adjustments

Positions transferred from Highways Engineering:
Inspector III
Civil Engineer III
Engineering Associate I

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Highways Maintenance****INDEX: 303410****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	15,000	17,000	2,000 Office Equipment - increase due to new copier rentals
o	65,000	52,000	(13,000) Telephone Service - decrease due to County-wide Share Plan
o	105,000	120,000	15,000 Temporary Services - increase based on actuals for flaggers/laborers due to project coverage
o	300,000	186,800	(113,200) Other Professional Services - for road projects, contractual dig-out and patch contract decreased based on actual expense history
o	8,000	10,000	2,000 Office Equipment Service - maintenance for Kronos time clocks increased per the 2011 contract
o	650,000	635,000	(15,000) Bituminous Concrete - blacktop for road projects decreased based on actual expense history
o	400,000	450,000	50,000 Liquid Bituminous - adjusted to match sealing projects
o	1,886,799	1,441,463	(445,336) Pro Rata Shares for support of General Fund administrative services
o	2,000,000	2,000,000	0 Highways funds used to support Board of Education Transportation
o	1,039,159	1,039,752	593 Traffic Safety Reimbursement - to offset the expenses of the Sheriff's Traffic Safety Unit
o	3,000	3,000	0 Equipment - replacement of saws
o	672,960	0	(672,960) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: Bureau of Highways Maintenance****INDEX: 303410****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	2,363,500	2,387,800	24,300

Line items significantly adjusted, based on actual expense history and state of the economy:

	FY 11	FY 12	Change	
1,060,000	1,035,000	(25,000)	Electricity	
36,000	41,000	5,000	Heating Fuel (Gas)	
570,000	663,000	93,000	Grounds Maintenance	
7,000	28,000	21,000	Building / Custodial Services	
50,000	42,000	(8,000)	Street Lights (DPW)	
6,500	5,000	(1,500)	General Office Supplies	
1,500	800	(700)	Printing-Commercial	
4,500	3,000	(1,500)	Meals-Special Purpose	
55,000	50,000	(5,000)	Equipment Repair Parts	
15,000	10,000	(5,000)	Small Tools	
2,000	1,000	(1,000)	Building Supplies	
40,000	35,000	(5,000)	Safety Equipment	
185,000	165,000	(20,000)	Traffic Signs & Markings	
13,000	9,500	(3,500)	Bricks, Blocks	
15,000	13,000	(2,000)	Other Supplies & Materials	
300,000	285,000	(15,000)	Non-Targeted Charges - FVS	
3,000	1,500	(1,500)	Training Seminars	
<u>2,363,500</u>	<u>2,387,800</u>	<u>24,300</u>		

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND
DIVISION: BUREAU OF HIGHWAYS MAINTENANCE

Index No. 303410

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Clerk II	2.00	105,013	1.00	46,568	1.00	46,568
Administrative Assistant I	1.00	35,595	1.00	35,595	0.00	0
Administrative Assistant II	3.00	136,621	3.00	136,621	3.00	127,194 A
Administrative Specialist I	0.00	0	0.00	0	1.00	49,063 B
Asset Manager	0.00	0	0.00	0	1.00	74,124 C
Assistant Superintendent of Highways	3.00	219,256	3.00	192,025	0.00	0
Central Stores Coordinator	1.00	34,250	1.00	34,250	0.00	0
Central Stores Manager	1.00	54,728	1.00	35,278	1.00	40,650
Chauffeur-Laborer	24.00	829,569	24.00	820,068	26.00	852,583 D
Chief, Highways Division	1.00	95,763	1.00	84,648	1.00	86,292
Civil Engineer III	0.00	0	0.00	0	1.00	109,159 E
Communications Specialist II	1.00	49,942	1.00	49,942	1.00	49,942
Crew Chief	13.00	684,404	11.00	556,332	12.00	593,501 F
Engineering Associate I	0.00	0	0.00	0	1.00	33,100 G
Equipment Operator	22.00	840,361	25.00	932,902	23.00	855,725 H
Equipment Operator Trainee	8.00	262,192	5.00	171,592	8.00	256,632 I
Equipment Repair Specialist	5.00	255,660	5.00	256,211	6.00	294,519 J
Inspector III	0.00	0	0.00	0	1.00	58,800 K
Laborer	12.00	346,205	11.00	310,719	5.00	160,849
Maintenance Supervisor	8.00	528,041	7.00	445,766	6.00	384,512
Management Assistant I	2.00	121,002	2.00	121,002	1.00	64,345
Road Marking Equipment Operator I	1.00	33,100	0.00	0	1.00	33,100 L
Road Marking Equipment Operator II	2.00	91,192	2.00	74,600	2.00	74,600
Road Marking Equipment Operator III	0.00	0	1.00	53,892	1.00	53,892
Senior Equipment Operator	15.00	653,920	14.00	613,745	15.00	646,629 M
Superintendent Highways	1.00	82,183	1.00	82,183	2.00	128,617 N
Trades/Laborer	3.00	124,332	3.00	124,332	5.00	195,976 O
Traffic Operations Supervisor	2.00	149,153	2.00	124,674	2.00	119,678

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND
DIVISION: BUREAU OF HIGHWAYS MAINTENANCE

Index No. 303410

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Traffic Sign Mechanic I	1.00	50,309	1.00	41,487	3.00	84,507 P
Traffic Sign Mechanic II	2.00	81,048	2.00	81,048	1.00	37,930
Traffic Sign Mechanic III	1.00	46,568	1.00	46,568	1.00	45,274
Utility Worker I	3.00	113,178	3.00	113,178	3.00	110,615
Utility Worker II	3.00	160,628	2.00	106,197	2.00	91,192
FULL-TIME SALARIES	141.00	6,184,213	134.00	5,691,423	137.00	5,759,568
SALARY OFFSET		0		(68,292)		0
SALARY TOTAL	141.00	6,184,213	134.00	5,623,131	137.00	5,759,568
OTHER PERSONAL SERVICES						
Pension & Retirement		623,196		473,525		757,158
Workers' Compensation		501,510		431,742		314,400
Health Benefits		1,484,509		1,451,770		1,749,356
Overtime		190,000		160,000		160,000
FICA		487,627		442,409		452,700
Miscellaneous		19,740		18,620		19,180
TOTAL OTHER PERSONAL SERVICES		3,306,582		2,978,066		3,452,794
TOTAL 27TH PAY COST		0		0		268,055
TOTAL FURLOUGH SAVINGS		(128,025)		0		0
TOTAL PERSONAL SERVICES	141.00	9,362,770 *	134.00	8,601,197	137.00	9,480,417

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND
DIVISION: BUREAU OF HIGHWAYS MAINTENANCE

Index No. 303410

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

- A - One (1) Administrative Assistant I position upgraded to an Administrative Assistant II - #0834
- B - One (1) vacant Management Assistant I position filled as an Administrative Specialist I - #0844
- C - One (1) Assistant Superintendent position reclassified as an Asset Manager - #0868
- D - One (1) vacant Traffic Sign Mechanic I position filled as a Chauffeur Laborer - #0766
 - One (1) vacant Administrative Assistant II position filled as a Chauffeur Laborer - #0760
 - Three (3) Laborer positions upgraded to Chauffeur Laborers - #0864, #3417 and #3418
 - One (1) vacant Laborer position filled as a Chauffeur Laborer - #3419
- E - One (1) Civil Engineer III position transferred from Bureau of Highways Engineering - 303210 - #0730
- F - One (1) vacant Chauffeur Laborer position filled as a Crew Chief - #0871
- G - One (1) Engineering Associate I position transferred from Bureau of Highways Engineering - 303210 - #3497
- H - One (1) Equipment Operator Trainee position upgraded to an Equipment Operator - #0786
 - I - One (1) vacant Laborer position filled as an Equipment Operator Trainee - #3420
 - One (1) Chauffeur Laborer position upgraded to an Equipment Operator Trainee - #0772
 - Two (2) vacant Chauffeur Laborer positions filled as Equipment Operator Trainees - #0899 and #2136
 - One (1) vacant Equipment Operator position filled as an Equipment Operator Trainee - #2502
- J - One (1) Equipment Operator position upgraded to an Equipment Repair Specialist - #0891
- K - One (1) Inspector II position transferred from Bureau of Highways Engineering #303210 and upgraded to an Inspector III - #0808
- L - One (1) vacant Assistant Superintendent position filled as a Road Marking Equipment Operator I - #1298
- M - One (1) vacant Equipment Operator position filled as a Senior Equipment Operator - #2501
- N - One (1) vacant Assistant Superintendent position filled as a Superintendent of Highways - #0785
- O - One (1) vacant Equipment Operator position filled as a Trades/Laborer - #0856
 - One (1) vacant Maintenance Supervisor position filled as a Trades/Laborer - #0829
- P - One (1) Laborer position reclassified as a Traffic Sign Mechanic I - #3422
 - One (1) Central Stores Coordinator position reclassified as a Traffic Sign Mechanic I - #0896
 - One (1) vacant Traffic Sign Mechanic II position filled as a Traffic Sign Mechanic I - #0848

DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To maintain the condition, efficiency, and safety of the Harford County roadway network.

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. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$192,900	\$191,098	\$197,634	\$192,000	\$192,000
Number of staff	7	7	7	7	8
<u>Output:</u>					
Number of road miles striped	1,100.04	793.00	948.37	885.00	885.00
<u>Efficiency:</u>					
Cost per mile	\$175.36	\$241.09	\$172.68	\$175.57	\$175.57
<u>Service Quality:</u>					
Average amount of time spent per striping project	7.4 hours	7.6 hours	7.6 hours	7.5 hours	7.5 hours
<u>Outcome:</u>					
Percentage of roads that needed to be striped that were completed	127%	79%	100%	100%	100%

DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To maintain the condition, efficiency and safety of the Harford County roadway network.

Department Objective

To improve the efficiency of the tar and chip / road rehabilitation program and to upgrade the overall rating of the County's roadway network.

County Goal(s) Supported

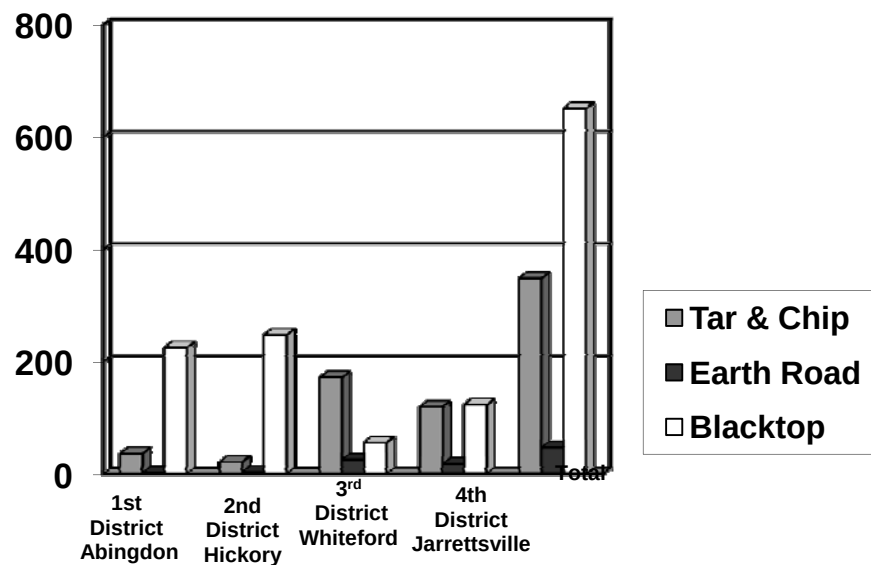
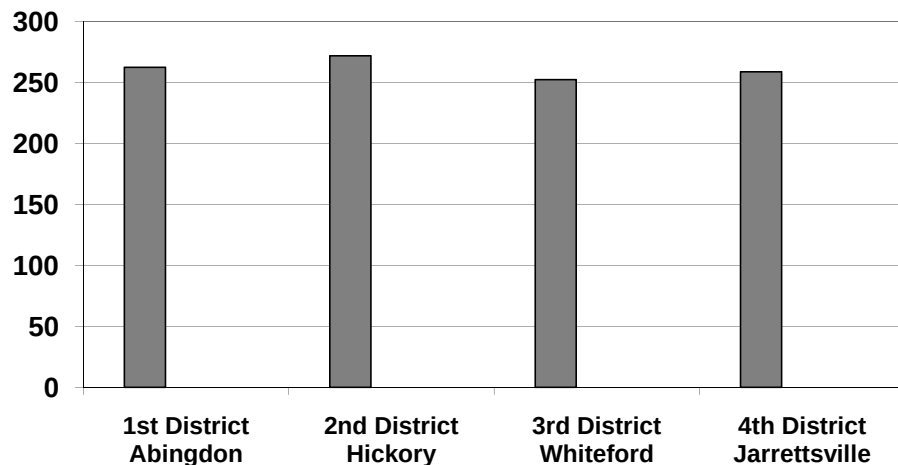
I. Public Safety

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$1,004,488	\$1,234,413	\$880,593	\$1,750,582	\$1,750,582
Number of staff	12	12	12	12	12
<u>Output:</u>					
Miles of roads rehabilitated	101.70	98.78	71.92	63.00	63.00
<u>Efficiency:</u>					
Cost to rehabilitate roads per mile	\$9,877	\$12,496	\$12,244	\$11,914	\$11,914
<u>Service Quality:</u>					
Percentage of roads needing to be rehabilitated	25%	25%	25%	25%	25%
<u>Outcome:</u>					
Percentage of miles of tar and chip roads rated fair or better	75%	75%	75%	75%	75%

HARFORD COUNTY PUBLIC WORKS HIGHWAYS ROAD INVENTORY

(By district, as of March 31, 2010)



DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**DIVISION: 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	445,747	1,325,022	430,600	430,600	430,600
20	CONTRACTUAL SERVICES	166,464	1,202,344	146,000	146,000	146,000
30	SUPPLIES & MATERIALS	989,339	1,297,796	890,060	890,060	890,060
50	CAPITAL OUTLAY	6,770	27,470	0	0	0
GRAND TOTAL		1,608,320	3,852,632	1,466,660	1,466,660	1,466,660
<u>FUNDING SOURCE:</u>						
25	HIGHWAYS	1,608,320	3,852,632	1,466,660	1,466,660	1,466,660

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

DIVISION: Bureau of Highways Maintenance - Snow Removal

INDEX: 303430

FINANCIAL NOTES:

No change in funding for the Bureau of Highways Maintenance - Snow Removal for FY 12:

	FY 11	FY 12	CHANGE
o	430,600	430,600	0 Overtime & FICA
o	140,000	140,000	0 Vehicle & Operating Equipment
o	3,000	3,000	0 Legal Notice
o	3,000	3,000	0 Operating Equipment
o	35,000	35,000	0 Meals - Special Purpose
o	50,000	50,000	0 Equipment Repair Parts
o	800,000	800,000	0 Sand, Salt, Other Bulk De-Icers
o	4,000	4,000	0 Other Supplies & Materials - for chains, cots, antifreeze, snow melt, windshield washer, etc.

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND
 DIVISION: SNOW REMOVAL

Index No. 303430

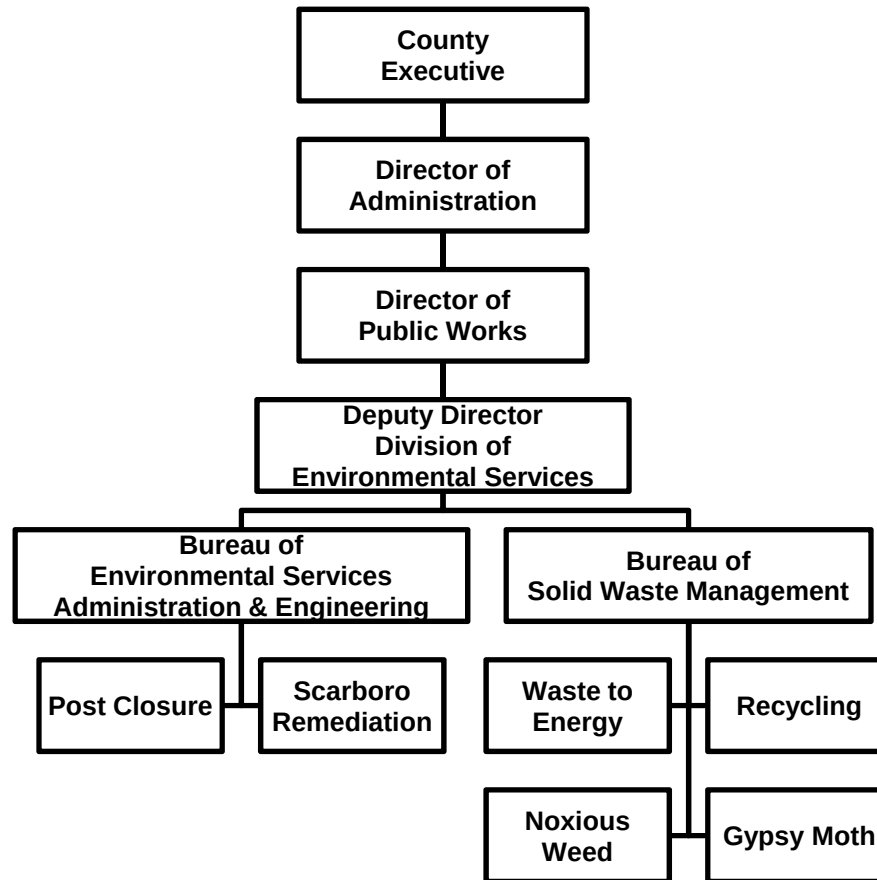
POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Overtime		400,000		400,000		400,000
FICA		30,600		30,600		30,600
TOTAL OTHER PERSONAL SERVICES		430,600		430,600		430,600
TOTAL PERSONAL SERVICES	0.00	430,600 *	0.00	430,600	0.00	430,600

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PUBLIC WORKS

DIVISION OF

ENVIRONMENTAL SERVICES



PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

ORIGIN/PURPOSE:

The Division of Environmental Services implements 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 assessment and land development plan review. The division is divided into functional units as follows:

BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING: Responsibilities include management and technical support for solid waste management, environmental investigation and remediation of County landfill operations, environmental assessments of County properties, and land development plan review.

POST CLOSURE: The Bureau of Environmental Services Administration & Engineering manages this operating budget which accounts for post closure care and monitoring costs associated with closed landfills.

SCARBORO REMEDIATION: This operating budget is administered by the Bureau of Environmental Services Administration & Engineering and accounts for monitoring and operating costs for the Scarborough Landfill remediation project.

BUREAU OF SOLID WASTE MANAGEMENT: Maintains and operates a safe and sanitary landfill in which to process and dispose of residential refuse, recyclables, yard waste and miscellaneous debris and oversees the following operations: the Harford Waste Disposal Center, the Lawn and Garden Composting operation, the Recycling Transfer Station, the Roadside Litter Control Program, the Used Oil and Antifreeze Program, and the Waste-to-Energy Facility.

RECYCLING: Responsible for educating and motivating the public to ensure that Harford County continues to reduce its waste stream through recycling efforts.

GYPSY MOTH and NOXIOUS WEED: Funding was transferred from the County Executive - Division of Agricultural Affairs #014000 in the FY 10 budget to the Department of Public Works - Division of Environmental Services.

MISSION STATEMENT:

TO PROVIDE QUALITY ENVIRONMENTAL AND INTEGRATED SOLID WASTE MANAGEMENT PROGRAMS FOR THE CITIZENS OF HARFORD COUNTY

FY '11 - '12 KEY GOALS:

- 1 TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS
- 2 TO PROVIDE A RECYCLING PROGRAM THAT CONTINUES TO MEET OR EXCEED STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS, AND THAT BEST SERVES THE GENERAL PUBLIC
- 3 TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST APPROPRIATE TECHNOLOGIES

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	4,338,463	4,247,722	4,114,894	4,511,834	4,511,834
20	CONTRACTUAL SERVICES	8,989,911	9,240,025	10,546,454	9,772,346	9,772,346
30	SUPPLIES & MATERIALS	232,690	193,412	220,650	237,350	237,350
40	BUSINESS & TRAVEL	415,493	323,582	342,400	343,420	343,420
50	CAPITAL OUTLAY	50,470	63,229	6,000	39,000	39,000
70	MISCELLANEOUS	16,947	15,088	35,877	35,798	35,798
80	INTER-GOVERNMENTAL/INTER-FUND	51,371	139,932	139,824	0	0
	GRAND TOTAL	14,095,345	14,222,990	15,406,099	14,939,748	14,939,748

SUMMARY BY FUND:

11	GENERAL	2,820,643	2,732,793	2,721,481	2,541,596	2,541,596
55	SOLID WASTE SERVICES	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152
	GRAND TOTAL	14,095,345	14,222,990	15,406,099	14,939,748	14,939,748

SUMMARY BY DIVISION:

GENERAL FUND:

301111	BUREAU OF ENVIRONMENTAL SERVICES					
	ADMINISTRATION & ENGINEERING	746,578	759,961	666,841	792,156	792,156
301241	RECYCLING	1,913,806	1,762,676	1,831,780	1,535,990	1,535,990
301251	POST CLOSURE	101,669	149,456	116,250	134,750	134,750
301261	SCARBORO REMEDIATION	59,374	60,700	81,610	53,700	53,700
301520	NOXIOUS WEED	0	0	8,000	8,000	8,000
301530	GYPSY MOTH	(784)	0	17,000	17,000	17,000

SOLID WASTE SERVICES:

301211	BUREAU OF SOLID WASTE MANAGEMENT	3,348,821	3,358,725	3,323,274	3,676,836	3,676,836
301271	WASTE TO ENERGY	7,925,881	8,131,472	9,361,344	8,721,316	8,721,316
	GRAND TOTAL	14,095,345	14,222,990	15,406,099	14,939,748	14,939,748

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUND</u>						
Administrative Assistant I	0.00	0	0.00	0	1.00	33,100
Administrative Assistant II	1.00	57,474	1.00	57,474	0.00	0
Chief, Engineering Division	1.00	116,534	1.00	116,534	1.00	116,534
Civil Engineer IV	1.00	100,884	1.00	100,884	1.00	100,884
Deputy Director of Public Works	1.00	122,361	1.00	122,361	1.00	122,361
Engineering Associate III	2.00	127,620	1.00	70,963	0.00	0
Engineering Associate IV	0.00	0	0.00	0	1.00	74,511
Equipment Operator	3.00	115,946	3.00	115,946	3.00	126,107
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	5.00	131,109	7.00	184,887	7.00	188,006
Management Assistant I	0.00	0	1.00	56,657	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	58,357
Recycling Program Coordinator	1.00	56,657	1.00	56,657	1.00	56,657
Recycling Program Manager	1.00	98,011	1.00	98,011	1.00	98,011
Senior Equipment Operator	3.00	136,032	3.00	136,032	3.00	128,124
Weighmaster / Attendant I	2.00	59,935	1.00	30,857	0.00	0
Weighmaster / Attendant II	1.00	44,029	1.00	44,029	1.00	44,029
Weighmaster / Attendant Trainee	0.00	0	0.00	0	1.00	23,700
FULL-TIME SALARIES	23.00	1,220,052	24.00	1,244,752	24.00	1,223,841
SALARY OFFSET		0		(70,963)		0
TOTAL FULL-TIME SALARIES	23.00	1,220,052	24.00	1,173,789	24.00	1,223,841
TEMPORARY SALARIES		24,690		0		0
TOTAL 27TH PAY COST		0		0		56,857
FURLOUGH SAVINGS		(25,769)		0		0
SUB-TOTAL GENERAL FUND SALARIES	23.00	1,218,973	24.00	1,173,789	24.00	1,280,698

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>DIVISION OF ENVIRONMENTAL SERVICES - BUREAU OF SOLID WASTE MANAGEMENT</u>						
Administrative Assistant I	1.00	47,896	1.00	47,896	1.00	47,896
Administrative Assistant II	2.00	85,859	2.00	85,859	1.00	39,132
Administrative Specialist I	0.00	0	0.00	0	1.00	49,063
Chauffeur Laborer	1.00	38,248	1.00	38,248	1.00	38,248
Chief, Solid Waste Management	1.00	101,865	1.00	101,865	1.00	101,865
Civil Engineer I	1.00	49,529	1.00	49,529	1.00	43,900
Crew Chief	3.00	186,081	3.00	186,081	3.00	186,081
Crew Leader I	0.00	0	0.00	0	1.00	33,100
Equipment Operator	3.00	149,733	3.00	149,733	3.00	149,733
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	4.00	118,341	4.00	137,571	4.00	121,711
Landfill Supervisor	1.00	61,351	1.00	61,351	1.00	61,351
Litter Control Program Leader	1.00	30,200	1.00	30,200	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	289,829	7.00	294,129
Weighmaster/Attendant I	2.00	59,084	2.00	59,084	1.00	30,857
Weighmaster/Attendant II	5.00	258,586	5.00	258,586	5.00	237,457
Weighmaster/Attendant Trainee	0.00	0	0.00	0	1.00	23,700
TOTAL FULL-TIME SALARIES	33.00	1,530,062	33.00	1,549,292	33.00	1,511,683
PART-TIME SALARIES						
Senior Equipment Operator	0.00	0	0.00	0	0.60	24,960
TOTAL PART-TIME SALARIES	0.00	0	0.00	0	0.60	24,960
TEMPORARY SALARIES		40,046		30,000		13,900
TOTAL 27TH PAY COST		0		0		72,246
FURLOUGH SAVINGS		(32,270)		0		0
SUB-TOTAL BUREAU OF SOLID WASTE MANAGEMENT SALARIES	33.00	1,537,838	33.00	1,579,292	33.60	1,622,789

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>DIVISION OF ENVIRONMENTAL SERVICES</u>						
OTHER PERSONAL SERVICES						
Pension & Retirement		269,361		225,589		360,670
Workers' Compensation		175,991		167,740		120,715
Health Benefits		611,414		597,662		754,232
Overtime		75,737		143,000		143,000
FICA		219,179		219,982		221,610
Miscellaneous		7,980		7,840		8,120
TOTAL OTHER PERSONAL SERVICES		<u>1,359,662</u>		<u>1,361,813</u>		<u>1,608,347</u>

<u>DIVISION OF ENVIRONMENTAL SERVICES TOTALS</u>						
TOTAL FULL-TIME SALARIES	56.00	2,750,114	57.00	2,794,044	57.00	2,735,524
TOTAL PART-TIME SALARIES	0.00	0	0.00	0	0.60	24,960
TOTAL SALARY OFFSET		0		(70,963)		0
TOTAL TEMPORARY SALARIES		64,736		30,000		13,900
TOTAL 27TH PAY COST		0		0		129,103
TOTAL FURLOUGH SAVINGS		(58,039)		0		0
TOTAL OTHER PERSONAL SERVICES		<u>1,359,662</u>		<u>1,361,813</u>		<u>1,608,347</u>
DIVISION OF ENVIRONMENTAL SERVICES TOTALS	<u>56.00</u>	<u>4,116,473 *</u>	<u>57.00</u>	<u>4,114,894</u>	<u>57.60</u>	<u>4,511,834</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ENACTED FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,827,540	1,806,147	1,689,344	1,917,758	1,917,758
20	CONTRACTUAL SERVICES	781,472	711,352	810,160	397,370	397,370
30	SUPPLIES & MATERIALS	108,870	95,487	99,000	101,450	101,450
40	BUSINESS & TRAVEL	71,701	53,693	72,400	72,220	72,220
50	CAPITAL OUTLAY	9,273	42,326	6,000	17,000	17,000
70	MISCELLANEOUS	16,947	15,088	35,877	35,798	35,798
80	INTER-GOVERNMENTAL/INTER-FUND	4,840	8,700	8,700	0	0
	GRAND TOTAL	<u>2,820,643</u>	<u>2,732,793</u>	<u>2,721,481</u>	<u>2,541,596</u>	<u>2,541,596</u>

SUMMARY BY FUND:

11	GENERAL	<u>2,820,643</u>	<u>2,732,793</u>	<u>2,721,481</u>	<u>2,541,596</u>	<u>2,541,596</u>
	GRAND TOTAL	<u>2,820,643</u>	<u>2,732,793</u>	<u>2,721,481</u>	<u>2,541,596</u>	<u>2,541,596</u>

SUMMARY BY DIVISION:

301111	BUREAU OF ENVIRONMENTAL SERVICES					
	ADMINISTRATION & ENGINEERING	746,578	759,961	666,841	792,156	792,156
301241	RECYCLING	1,913,806	1,762,676	1,831,780	1,535,990	1,535,990
301251	POST CLOSURE	101,669	149,456	116,250	134,750	134,750
301261	SCARBORO REMEDIATION	59,374	60,700	81,610	53,700	53,700
301520	NOXIOUS WEED	0	0	8,000	8,000	8,000
301530	GYPSY MOTH	(784)	0	17,000	17,000	17,000
	GRAND TOTAL	<u>2,820,643</u>	<u>2,732,793</u>	<u>2,721,481</u>	<u>2,541,596</u>	<u>2,541,596</u>

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: Bureau of Environmental Services Administration & Engineering

INDEX: 301111

ORIGIN/PURPOSE:

The Division of Environmental Services 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.

FY '11 - '12 GOAL:

1 TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	658,794	696,474	606,964	740,508	740,508
20	CONTRACTUAL SERVICES	45,071	20,641	19,300	19,300	19,300
30	SUPPLIES & MATERIALS	6,018	2,465	3,100	3,100	3,100
40	BUSINESS & TRAVEL	14,235	16,593	17,900	18,450	18,450
70	MISCELLANEOUS	17,731	15,088	10,877	10,798	10,798
80	INTER-GOVERNMENTAL/INTER-FUND	4,729	8,700	8,700	0	0
	GRAND TOTAL	746,578	759,961	666,841	792,156	792,156
	<u>FUNDING SOURCE:</u>					
11	GENERAL	746,578	759,961	666,841	792,156	792,156

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
DIVISION: BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING

Index No. 301111

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	0.00	0	1.00	33,100 A
Administrative Assistant II	1.00	57,474	1.00	57,474	0.00	0
Chief, Engineering Division	1.00	116,534	1.00	116,534	1.00	116,534
Civil Engineer IV	1.00	100,884	1.00	100,884	1.00	100,884
Deputy Director of Public Works	1.00	122,361	1.00	122,361	1.00	122,361
Engineering Associate III	2.00	127,620	1.00	70,963	0.00	0
Engineering Associate IV	0.00	0	0.00	0	1.00	74,511 B
Management Assistant I	0.00	0	1.00	56,657	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	58,357 C
TOTAL FULL-TIME SALARIES	6.00	524,873	6.00	524,873	6.00	505,747
SALARY OFFSET		0.00		(70,963)		0 D
SALARY TOTAL	6.00	524,873	6.00	453,910	6.00	505,747
OTHER PERSONAL SERVICES						
Pension		50,493		37,221		65,747
Workers' Compensation		7,603		6,486		4,873
Health Benefits		67,651		64,727		91,977
Overtime		15,000		10,000		10,000
FICA		40,880		33,920		37,886
Miscellaneous		840		700		840
TOTAL OTHER PERSONAL SERVICES		182,467		153,054		211,323
TOTAL 27TH PAY COST		0		0		23,438
TOTAL FURLOUGH SAVINGS		(10,866)		0		0
TOTAL PERSONAL SERVICES	6.00	696,474 *	6.00	606,964	6.00	740,508

***FY 10 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Administrative Assistant II position filled as an Administrative Assistant I - #0716

B - One (1) Engineering Associate III upgraded to an Engineering Associate IV - #1930

C - One (1) Management Assistant I upgraded to a Management Assistant II - #1925

D - Bush Valley Landfill Trust Fund will not offset the Engineering Associate III position in FY 12 - #1930

DPW - ENVIRONMENTAL SERVICES - ADMINISTRATION & ENGINEERING

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide for proper closure and remediation of all County-owned landfills.

Department Objective

To conduct long-term monitoring of environmental conditions at landfills to ensure regulatory compliance and environmental protection.

To operate and maintain, efficiently and in compliance with State permits, the Scarboro Remediation and Tollgate Landfill groundwater treatment systems and the landfill gas control systems at the Tollgate and Bush Valley Landfill.

County Goal(s) Supported

- I. Public Safety
- V. Environmental Stewardship

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$802,671	\$746,578	\$759,961	\$666,841	\$792,156
Number of staff	6	6	6	6	6
<u>Output:</u>					
Maximum total number of unscheduled days a groundwater treatment system is off-line per year	41	42	28	40	40
<u>Efficiency:</u>					
Number of days both systems are operational per year	689	686	702	690	690
<u>Service Quality:</u>					
Monthly treated effluent samples that comply with permit required	12	12	12	12	12
<u>Outcome:</u>					
Monthly samples that violated environmental standards	0	0	0	0	0

Explanation and Analysis of Performance Measures

Monthly samples of the effluent from two groundwater treatment systems are required to demonstrate that treated groundwater will not harm the environment. Permit required discharge standards are similar to drinking water standards. Systems are subject to several State permits. Regular reporting requirements and routine MDE inspections measure compliance of system operation. Systems operate 24 hours per day, 7 days per week. Continued operation is necessary to provide optimal protection of human health and the environment. Sampling and analysis of the groundwater is required to ensure regulatory compliance and environmental protection. Extended outages occurred in 2008 due to electrical surge damage to electronic controls, and in 2009 due to extreme cold weather which froze system components.

Major Related Plans and Policies

Solid Waste Management Plan

DEPARTMENT: PUBLIC WORKS - ENVIRONMENTAL SERVICES

DIVISION: Recycling

INDEX: 301241

ORIGIN/PURPOSE:

The Recycling Office oversees the ongoing implementation of the County's Recycling Plan through the development of aggressive educational programs and the encouragement of residential and commercial/institutional generators to practice good source reduction, re-use, and recycling habits.

FY '11 - '12 GOAL:

- 2 TO PROVIDE A RECYCLING PROGRAM THAT CONTINUES TO MEET OR SURPASS STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS, AND THAT BEST SERVES THE GENERAL PUBLIC

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,168,746	1,109,673	1,082,380	1,177,250	1,177,250
20	CONTRACTUAL SERVICES	612,387	550,872	648,200	249,720	249,720
30	SUPPLIES & MATERIALS	74,597	59,144	46,700	55,250	55,250
40	BUSINESS & TRAVEL	57,466	37,100	54,500	53,770	53,770
50	CAPITAL OUTLAY	499	5,887	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	111	0	0	0	0
	GRAND TOTAL	<u>1,913,806</u>	<u>1,762,676</u>	<u>1,831,780</u>	<u>1,535,990</u>	<u>1,535,990</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>1,913,806</u>	<u>1,762,676</u>	<u>1,831,780</u>	<u>1,535,990</u>	<u>1,535,990</u>

DEPARTMENT: PUBLIC WORKS - ENVIRONMENTAL SERVICES**DIVISION: Recycling****INDEX: 301241****FINANCIAL NOTES:**

The (\$295,790) net decrease in funding for Environmental Services - Recycling is the result of:

	FY 11	FY 12	CHANGE
o	719,879	718,094	(1,785) Full-time Salaries
			2,253 Salary adjustments based on the recommendations of the Dept of Human Resources
			(4,038) Staff Turnover (0.56%)
			<u>(1,785)</u>
o		33,419	33,419 Additional funds provided for a 27th pay which will occur in FY 12
o	59,030	93,352	34,322 Pension/Retirement rate adjustments
o	51,588	37,179	(14,409) Workers' Compensation rate adjustments
o	158,767	202,228	43,461 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	45,000	65,000	20,000 Other Advertising - increase based on actual expenses for seven (7) major recycling ad campaigns including the single stream program
o	1,000	6,000	5,000 Construction of a handicap ramp for ADA compliance at the compost office trailer increased the following line items:
	FY 11	FY 12	Change
	0	3,000	3,000 County Facility Repair
	1,000	3,000	2,000 Building Supplies
	<u>1,000</u>	<u>6,000</u>	<u>5,000</u>
o	8,000	15,600	7,600 Operating Equipment - provides for steam cleaning services for specialized compost equipment as preventive maintenance
o	7,500	18,600	11,100 Grounds Maintenance - mowing contract every two weeks due to unsightly conditions
o	0	5,000	5,000 Printing - Commercial - printing of material for school presentations (single stream program)

DEPARTMENT: PUBLIC WORKS - ENVIRONMENTAL SERVICES

DIVISION: Recycling

INDEX: 301241

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	4,000	6,000	2,000	Other Supplies & Materials - (split 50/50 with Solid Waste Management for Litter Control Program, Adopt a Road Program and Community Work Services, etc.) increase based on actual expense history

o	556,000	111,720	(444,280)	Other Professional Services adjusted based on actual cost of contract:

	FY 11	FY 12	Change	Explanation
Transport/Process Recyclables	461,000	0	(461,000)	eliminated due to single stream program
Process of Blue Bags	30,000	6,720	(23,280)	vacuum services
Hazardous Waste Events Contract	0	15,000	15,000	new for FY 12
E-Cycling	0	20,000	20,000	new for FY 12
MES Contract	65,000	70,000	5,000	Waste Oil Site Contract
	556,000	111,720	(444,280)	

o	19,600	22,200	2,600	Line items significantly adjusted, based on actual expense history and state of the economy:

	FY 11	FY 12	Change	
	2,400	3,900	1,500	Other Rents & Utilities
	7,000	8,800	1,800	Telephone Service
	5,200	6,000	800	Building/Custodial Services
	2,000	1,500	(500)	Crushed Aggregate
	3,000	2,000	(1,000)	County Owned Vehicles
	<u>19,600</u>	<u>22,200</u>	<u>2,600</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUNDS
DIVISION: RECYCLING

Index No. 301241

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Equipment Operator	3.00	115,946	3.00	115,946	3.00	126,107 A
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	5.00	131,109	7.00	184,887	7.00	188,006
Recycling Program Coordinator	1.00	56,657	1.00	56,657	1.00	56,657
Recycling Program Manager	1.00	98,011	1.00	98,011	1.00	98,011
Senior Equipment Operator	3.00	136,032	3.00	136,032	3.00	128,124 B
Weighmaster/Attendant I	2.00	59,935	1.00	30,857	0.00	0
Weighmaster/Attendant II	1.00	44,029	1.00	44,029	1.00	44,029
Weighmaster/Attendant Trainee	0.00	0	0.00	0	1.00	23,700 C
TOTAL FULL-TIME SALARIES	17.00	695,179	18.00	719,879	18.00	718,094
TEMPORARY SALARIES		24,690		0		0
SALARY TOTAL	17.00	719,869	18.00	719,879	18.00	718,094
OTHER PERSONAL SERVICES						
Pension & Retirement		69,251		59,030		93,352
Workers' Compensation		52,837		51,588		37,179
Health Benefits		185,370		158,767		202,228
Overtime		15,000		33,000		33,000
FICA		54,687		57,596		57,458
Miscellaneous		2,520		2,520		2,520
TOTAL OTHER PERSONAL SERVICES		379,665		362,501		425,737
TOTAL 27TH PAY COST		0		0		33,419
TOTAL FURLOUGH SAVINGS		(14,903)		0		0
TOTAL PERSONAL SERVICES	17.00	1,084,631 *	18.00	1,082,380	18.00	1,177,250

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Senior Equipment Operator reclassified as an Equipment Operator - 3297

B - One (1) Equipment Operator upgraded to a Senior Equipment Operator - #1510

C - One (1) vacant Weighmaster/Attendant I filled as a Weighmaster/Attendant Trainee - #0623

DPW - ENVIRONMENTAL SERVICES - RECYCLING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide a recycling program that continues to meet or exceed State mandated recycling requirements and County goals, and that best serves the general public.

Department Objective

To continue to exceed the State mandated recycling rate of 20% by at least 5%.

County Goal(s) Supported

V. Environmental Stewardship

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$2,428,620	\$1,914,479	\$1,663,000	\$2,000,000	\$1,500,000
Number of staff (enacted)	13	13	13	13	13
<u>Output:</u>					
Gallons of motor oil recycled	73,714	67,898	86,752	70,000	75,000
Gallons of antifreeze recycled	4,489	4,437	4,917	5,000	5,000
Tons of white goods recycled	2,213	2,035	1,637	2,500	2,000
Number of pesticide containers recycled	2,070	1,968	3,500	2,200	2,500
Number of promotional projects	7	4	4	4	6
<u>Efficiency:</u>					
Net cost per ton of recyclables collected	\$12.95	\$9.44	\$8.44	\$9.80	\$7.35
<u>Service Quality:</u>					
Percent of residential recycling customers rating services as good or better	65%	65%	65%	65%	65%
<u>Outcome:</u>					
Percent of waste stream recycled	61%	61%	60%	63%	63%
Tonnage of materials removed from the waste stream	187,479	202,805	197,000	204,000	204,000

Explanation and Analysis of Performance Measures

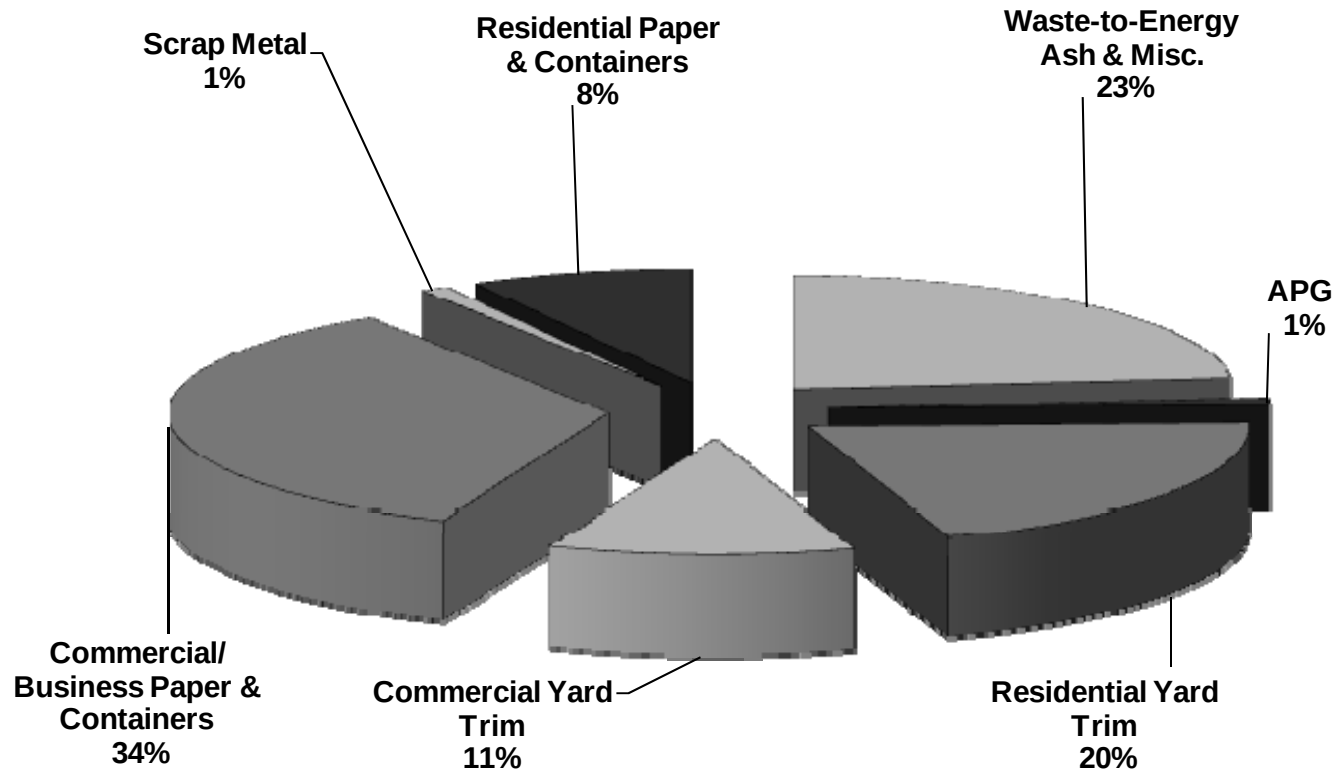
The solid waste stream is projected to increase and, therefore, the recycling tonnages are expected to increase as well. Additional tonnage removed due to ash recycling at the Waste-to-Energy Plant and increased production of yard trim material.

Major Related Plans and Guidelines

Harford County Recycling Plan and Solid Waste Management Plan

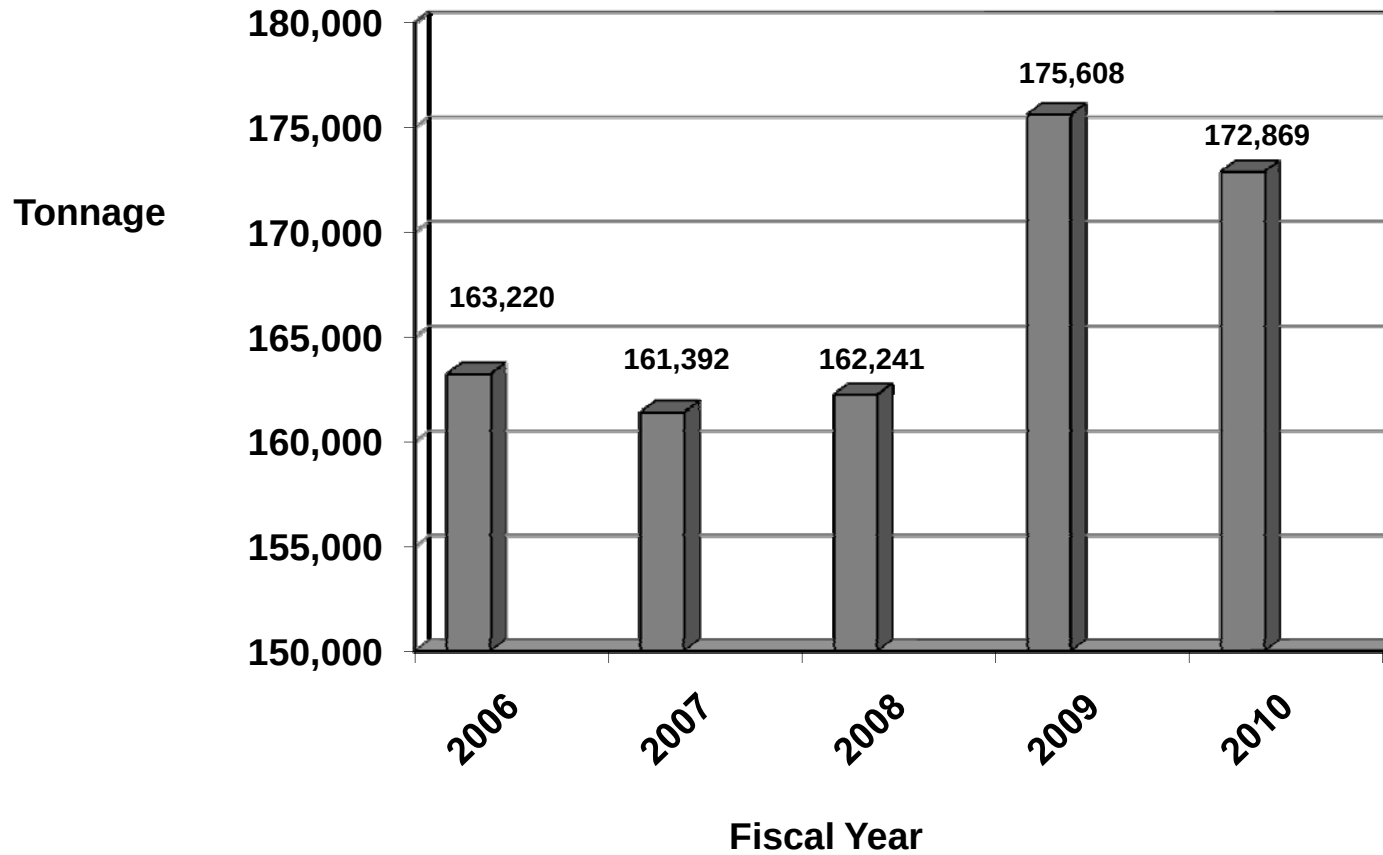
MAJOR RECYCLING CATEGORIES

(CY 2010)



ENVIRONMENTAL SERVICES

TONS OF SOLID WASTE DISPOSED



DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: Post Closure

INDEX: 301251

ORIGIN/PURPOSE:

The Bureau of Environmental Services Administration and Engineering 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.

In the future, after closure actions at other landfills have been completed, those post closure costs will also be reflected in this budget.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	84,999	126,460	100,350	108,350	108,350
30	SUPPLIES & MATERIALS	7,896	10,240	12,900	12,400	12,400
50	CAPITAL OUTLAY	8,774	12,756	3,000	14,000	14,000
GRAND TOTAL		101,669	149,456	116,250	134,750	134,750
<u>FUNDING SOURCE:</u>						
11	GENERAL	101,669	149,456	116,250	134,750	134,750

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**DIVISION: Post Closure****INDEX: 301251****FINANCIAL NOTES:**

The \$18,500 net increase in funding for Environmental Services - Post Closure is the result of:

	FY 11	FY 12	CHANGE	
o	40,000	48,000	8,000	Other Professional Services - increase due to work at Spencer's rubble landfill
o	500	2,000	1,500	Laboratory Supplies - increase due to work at Spencer's rubble landfill
o	7,000	5,000	(2,000)	Other Supplies & Materials - monitoring and sampling equipment and supplies for groundwater, flares and gas systems decreased based on actual expense history
o	3,000	14,000	11,000	Equipment - replacement pumps required annually at Tollgate and Abingdon landfill sites

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**DIVISION: Scarboro Remediation****INDEX: 301261****ORIGIN/PURPOSE:**

This operating budget is administered by the Bureau of Environmental Services Administration and Engineering and accounts for monitoring and operating costs for the Scarboro Landfill remediation project.

The costs include groundwater monitoring, operation and maintenance of groundwater treatment systems, sampling and monitoring activities, and various other costs associated with remediation.

The Maryland Department of the Environment mandates the treatment and remediation operations for closed landfills.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	39,015	13,379	42,310	20,000	20,000
30	SUPPLIES & MATERIALS	20,359	23,638	36,300	30,700	30,700
50	CAPITAL OUTLAY	0	23,683	3,000	3,000	3,000
	GRAND TOTAL	59,374	60,700	81,610	53,700	53,700
	<u>FUNDING SOURCE:</u>					
11	GENERAL	59,374	60,700	81,610	53,700	53,700

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**DIVISION: Noxious Weed****INDEX: 301520****ORIGIN/PURPOSE:**

Noxious Weed Control is a State program to control noxious weeds. Noxious weeds include Johnson grass, Shattercane, and Canada thistle and are usually found on agricultural lands although some properties owned by land developers are affected. This program also budgets for noxious weed control on County owned properties.

Noxious Weed Control provides funding for a Noxious Weed Coordinator and Technician to coordinate the local program for controlling noxious weeds in Harford County

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
70	MISCELLANEOUS	0	0	8,000	8,000	8,000
	GRAND TOTAL	0	0	8,000	8,000	8,000
<u>FUNDING SOURCE:</u>						
11	GENERAL	0	0	8,000	8,000	8,000

FINANCIAL NOTES:

No change in funding for Environmental Services - Noxious Weed for FY 12:

	FY 11	FY 12	CHANGE
o	8,000	8,000	0 County Match/Transfers Out

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: Gypsy Moth

INDEX: 301530

ORIGIN/PURPOSE:

The Forest Pest Management Section of the Maryland Department of Agriculture conducts annual surveys to delineate the areas in the County where infestation of gyp moths have the potential to cause defoliation and damage.

Based on the results of surveys, the State selects areas to be treated with insecticides. The County is responsible for a 30 percent share of the treatment costs and a 3 percent share of the survey costs.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	<u>(784)</u>	<u>0</u>	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>
	GRAND TOTAL	<u>(784)</u>	<u>0</u>	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>(784)</u>	<u>0</u>	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>

FINANCIAL NOTES:

No change in funding for Environmental Services - Gypsy Moth for FY 12:

	FY 11	FY 12	CHANGE
o	17,000	17,000	0 Grants & Contributions

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

SOLID WASTE SERVICES SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ENACTED FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	2,510,923	2,441,575	2,425,550	2,594,076	2,594,076
20	CONTRACTUAL SERVICES	8,208,439	8,528,673	9,736,294	9,374,976	9,374,976
30	SUPPLIES & MATERIALS	123,820	97,925	121,650	135,900	135,900
40	BUSINESS & TRAVEL	343,792	269,889	270,000	271,200	271,200
50	CAPITAL OUTLAY	41,197	20,903	0	22,000	22,000
80	INTER-GOVERNMENTAL/INTER-FUND	46,531	131,232	131,124	0	0
	GRAND TOTAL	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152
<u>SUMMARY BY FUND:</u>						
55	SOLID WASTE SERVICES	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152
	GRAND TOTAL	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152
<u>SUMMARY BY DIVISION:</u>						
301211	BUREAU OF SOLID WASTE MANAGEMENT	3,348,821	3,358,725	3,323,274	3,676,836	3,676,836
301271	WASTE TO ENERGY	7,925,881	8,131,472	9,361,344	8,721,316	8,721,316
	GRAND TOTAL	11,274,702	11,490,197	12,684,618	12,398,152	12,398,152

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: Bureau of Solid Waste Management

INDEX: 301211

ORIGIN/PURPOSE:

The Bureau of Solid Waste Management operates a comprehensive program of municipal solid waste recycling and disposal services for the citizens, businesses, and institutions of Harford County. These services include the Recycling Transfer Station and the Yard Waste Composting Operation.

FY '11 - '12 GOAL:

3 TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST APPROPRIATE TECHNOLOGIES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	2,510,923	2,441,575	2,425,550	2,594,076	2,594,076
20	CONTRACTUAL SERVICES	282,558	397,201	374,950	653,660	653,660
30	SUPPLIES & MATERIALS	123,820	97,925	121,650	135,900	135,900
40	BUSINESS & TRAVEL	343,792	269,889	270,000	271,200	271,200
50	CAPITAL OUTLAY	41,197	20,903	0	22,000	22,000
80	INTER-GOVERNMENTAL/INTER-FUND	46,531	131,232	131,124	0	0
	GRAND TOTAL	<u>3,348,821</u>	<u>3,358,725</u>	<u>3,323,274</u>	<u>3,676,836</u>	<u>3,676,836</u>
	<u>FUNDING SOURCE:</u>					
55	SOLID WASTE SERVICES	<u>3,348,821</u>	<u>3,358,725</u>	<u>3,323,274</u>	<u>3,676,836</u>	<u>3,676,836</u>

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**DIVISION: Bureau of Solid Waste Management****INDEX: 301211****FINANCIAL NOTES:**

The \$353,562 net increase in funding for Environmental Services - Bureau of Solid Waste Management is the result of:

	FY 11	FY 12	CHANGE	
o	1,549,292	1,511,683	(37,609)	Full-time Salaries
			(42,845)	Staff Turnover (2.77%)
			5,236	Salary adjustments based on the recommendations of the Dept of Human Resources
			<u>(37,609)</u>	
Position converted from temporary part-time to permanent part-time during FY 11:				
o		50,009	50,009	# of Positions 0.60
				Salary 24,960
				Fringe 25,049
				Total 50,009
				Senior Equipment Operator
o		72,246	72,246	Additional funds provided for a 27th pay which will occur in FY 12
o	30,000	13,900	(16,100)	Temporary Salaries - provides for one Landfill Worker. A Senior Equipment Operator position was converted to permanent part-time.
o	129,338	198,326	68,988	Pension/Retirement rate adjustments
o	109,666	77,028	(32,638)	Workers' Compensation rate adjustments
o	374,168	441,907	67,739	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	128,466	124,357	(4,109)	FICA adjustment
o	4,300	6,080	1,780	Office Equipment - increase based on actual expense history for five (5) shared copier contracts
o	5,000	2,500	(2,500)	Meals-Special Purposes - decrease due to new work schedule
o	0	400	400	Membership Fees & Dues - Professional membership dues for supervisors to maintain required Managers of Landfill Operations (MOLO) certifications
o	0	800	800	Training Seminars, Courses - certification for supervisors
o	0	22,000	22,000	Equipment - two (2) 50-yard homeowner bins @ \$6,500 each and two (2) 30-yard bins @ \$4,500 each

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: Bureau of Solid Waste Management

INDEX: 301211

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	166,300	366,600	200,300	Other Professional Services provides for the following:

Service	FY 11	FY 12	Change	Explanation
Hazardous Waste Disposal	10,000	10,000	0	
Groundwater & Leachate Testing	20,000	25,000	5,000	required semi-annually
Leachate Hauling	15,000	214,500	199,500	Cell N1 resulting in additional leachate
Scale Maintenance	7,000	7,000	0	
Parts Cleaner Service	2,800	2,300	(500)	
Surveying	1,500	5,000	3,500	Annual aerial topography for MDE report
Stone Hauling	42,000	20,000	(22,000)	
Fire Extinguisher	1,000	1,200	200	
Computer Cleaning	2,000	2,000	0	
Florescent Bulb Disposal	0	9,600	9,600	\$800/month - new for FY 12
Welding Services	65,000	70,000	5,000	contract for bin welding
TOTAL	166,300	366,600	200,300	

o	131,124	0	(131,124)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

o	95,500	181,500	86,000	Line items significantly adjusted, due to the opening of new landfill cells:

FY 11	FY 12	Change	
3,500	24,000	20,500	Vehicle & Operating Equipment - 3 months rental of articulating dump truck
12,000	30,000	18,000	Water & Sewer - anticipated higher flow of leachate
47,000	75,100	28,100	Grounds Maintenance - additional seeding and mowing
2,000	10,000	8,000	Other Contractual Services - clearing, mowing and brush removal at 10 ponds
1,000	2,400	1,400	Landscape & Grounds Material - woven filter cloth for site stabilization
30,000	40,000	10,000	Crushed Aggregate - maintenance of longer access roads
95,500	181,500	86,000	

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**DIVISION: Bureau of Solid Waste Management****INDEX: 301211****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	46,300	53,580	7,280	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	30,000	25,000	(5,000)	Operating Equipment
	7,600	14,630	7,030	Building/Custodial Services
	0	400	400	Printing Commercial - for leave slips and expense reports
	200	750	550	Paper Supplies
	500	800	300	Medical Supplies
	2,000	1,000	(1,000)	Bituminous Concrete
	6,000	11,000	5,000	Other Supplies & Materials - Adopt-A-Road program, Community Work Service
	<u>46,300</u>	<u>53,580</u>	<u>7,280</u>	Program, Litter Control Program and Debris Management Kits

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
DIVISION: BUREAU OF SOLID WASTE MANAGEMENT

Index No. 301211

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	47,896	1.00	47,896	1.00	47,896
Administrative Assistant II	2.00	85,859	2.00	85,859	1.00	39,132
Administrative Specialist I	0.00	0	0.00	0	1.00	49,063 A
Chauffeur Laborer	1.00	38,248	1.00	38,248	1.00	38,248
Chief, Solid Waste Management	1.00	101,865	1.00	101,865	1.00	101,865
Civil Engineer I	1.00	49,529	1.00	49,529	1.00	43,900
Crew Chief	3.00	186,081	3.00	186,081	3.00	186,081
Crew Leader I	0.00	0	0.00	0	1.00	33,100 B
Equipment Operator	3.00	149,733	3.00	149,733	3.00	149,733
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	4.00	118,341	4.00	137,571	4.00	121,711
Landfill Supervisor	1.00	61,351	1.00	61,351	1.00	61,351
Litter Control Program Team Leader	1.00	30,200	1.00	30,200	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	289,829	7.00	294,129
Weighmaster/Attendant I	2.00	59,084	2.00	59,084	1.00	30,857
Weighmaster/Attendant II	5.00	258,586	5.00	258,586	5.00	237,457
Weighmaster/Attendant Trainee	0.00	0	0.00	0	1.00	23,700 C
TOTAL FULL-TIME SALARIES	33.00	1,530,062	33.00	1,549,292	33.00	1,511,683
PART-TIME SALARIES						
Senior Equipment Operator	0.00	0	0.00	0	0.60	24,960 D
TOTAL PART-TIME SALARIES	0.00	0	0.00	0	0.60	24,960
TEMPORARY SALARIES		40,046		30,000		13,900
SALARY TOTAL	33.00	1,570,108	33.00	1,579,292	33.60	1,550,543

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: BUREAU OF SOLID WASTE MANAGEMENT

Index No. 301211

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		149,617		129,338		201,571
Workers' Compensation		115,551		109,666		78,663
Health Benefits		358,393		374,168		460,027
Overtime		45,737		100,000		100,000
FICA		123,612		128,466		126,266
Miscellaneous		4,620		4,620		4,760
TOTAL OTHER PERSONAL SERVICES		797,530		846,258		971,287
TOTAL 27TH PAY COST		0		0		72,246
TOTAL FURLOUGH SAVINGS		(32,270)		0		0
TOTAL PERSONAL SERVICES	33.00	2,335,368 *	33.00	2,425,550	33.60	2,594,076

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant II upgraded to an Administrative Specialist I - #1992

B - One (1) Litter Control Program Team Leader reclassified as a Crew Leader I - #1391

C - One (1) vacant Weighmaster/Attendant I filled as a Weighmaster/Attendant Trainee - #0500

D - One (1) temporary part-time Senior Equipment Operator converted to a permanent part-time position during FY 11 - #3549

DPW - ENVIRONMENTAL SERVICES - SOLID WASTE MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide adequate solid waste disposal capacity for the next ten years and beyond using the most appropriate technologies.

Department Objective

To expand the Harford Waste Disposal Center (HWDC) Landfill and plan to expand the Harford Waste-to-Energy Facility (HWTEF) while conserving landfill space by removing selected segments of the waste stream at the HWDC, including export tonnage, and through the Litter Control (LC) and Adopt-A-Road (AAR) programs for recycling.

County Goal(s) Supported

- I. Public Safety
- V. Environmental Stewardship
- VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$4,087,580	\$3,414,612	\$3,279,897	\$3,323,274	\$3,676,836
HWDC Landfill waste stream (tons)	42,638	18,749	18,151	4,500	90,630
County population (avg)*	244,657	248,634	252,604	255,954	258,686
<u>Output:</u>					
Tons of material removed from the waste stream	76,984	73,321	79,284	88,000	42,550
<u>Efficiency:</u>					
Pounds of materials removed per county resident	629	590	608	727	329
<u>Outcome:</u>					
Percentage of landfill waste stream recycled	57%	71%	72%	93%	31%

*population is averaged on a calendar year basis

Explanation and Analysis of Performance Measures

The HWDC Landfill waste stream for FY 12 will increase dramatically due to exporting to Baltimore County phasing out, as well as Baltimore County shipping the annual "take-back" tonnage to Harford County. Accordingly, the tons of material removed from the waste stream and the pounds of material removed per County resident will be decreased.

Major Related Plans and Policies

Harford County Solid Waste Management Plan, Harford County Recycling Plan

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**DIVISION: Waste to Energy****INDEX: 301271****ORIGIN/PURPOSE:**

This budget is based on the Northeast Maryland Waste Disposal Authority issuing their bonds and purchasing the Waste to Energy Plant on our behalf. The operating budget consists of payments to the contract operator for operations and maintenance expense, repair and replacement expense, insurance expenses, management fees, ash transportation, air quality testing, and air pollution control monitoring, etc. Funds are also budgeted for Northeast Maryland Waste Disposal Authority (NMWDA) fees and a site lease to Aberdeen Proving Ground.

The Treasury Department will act as an agent for NMWDA and collect all monies including steam revenue from the Army. The department will pay all invoices to the contract operator, NMWDA and the Army.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	7,925,881	8,131,472	9,361,344	8,721,316	8,721,316
	GRAND TOTAL	7,925,881	8,131,472	9,361,344	8,721,316	8,721,316
	<u>FUNDING SOURCE:</u>					
55	SOLID WASTE SERVICES	7,925,881	8,131,472	9,361,344	8,721,316	8,721,316

FINANCIAL NOTES:

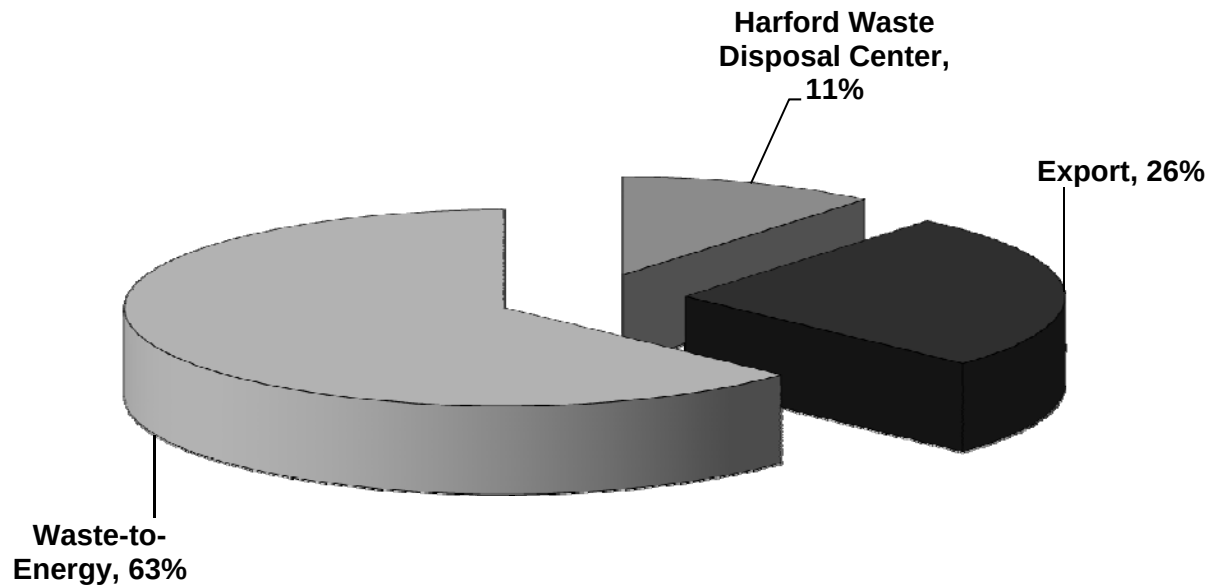
The (\$640,028) net decrease in funding for the Environmental Services - Waste to Energy plant is the result of:

	FY 11	FY 12	CHANGE	
o	8,681,344	8,721,316	39,972	Management Services - Waste to Energy plant operating expenses as estimated by Treasury:
	FY 11	FY 12	Change	
	8,199,824	8,236,206	36,382	Contract operator, O & M, repair and replacement costs, insurance, management fee, ash transportation, etc.
	250,000	250,000	0	Payment to Baltimore City for ash (based on 70% going to City)
	228,400	231,990	3,590	Northeast Maryland Waste Disposal Authority Fee
	3,120	3,120	0	Site Lease - APG
	8,681,344	8,721,316	39,972	
o	680,000	0	(680,000)	Other Contractual Services - one-time FY 11 expense to export ash out of the County eliminated due to new landfill cell

ENVIRONMENTAL SERVICES

MAJOR DISPOSAL CATEGORIES

(CY 2010)



**GRANTS
ENVIRONMENTAL SERVICES**

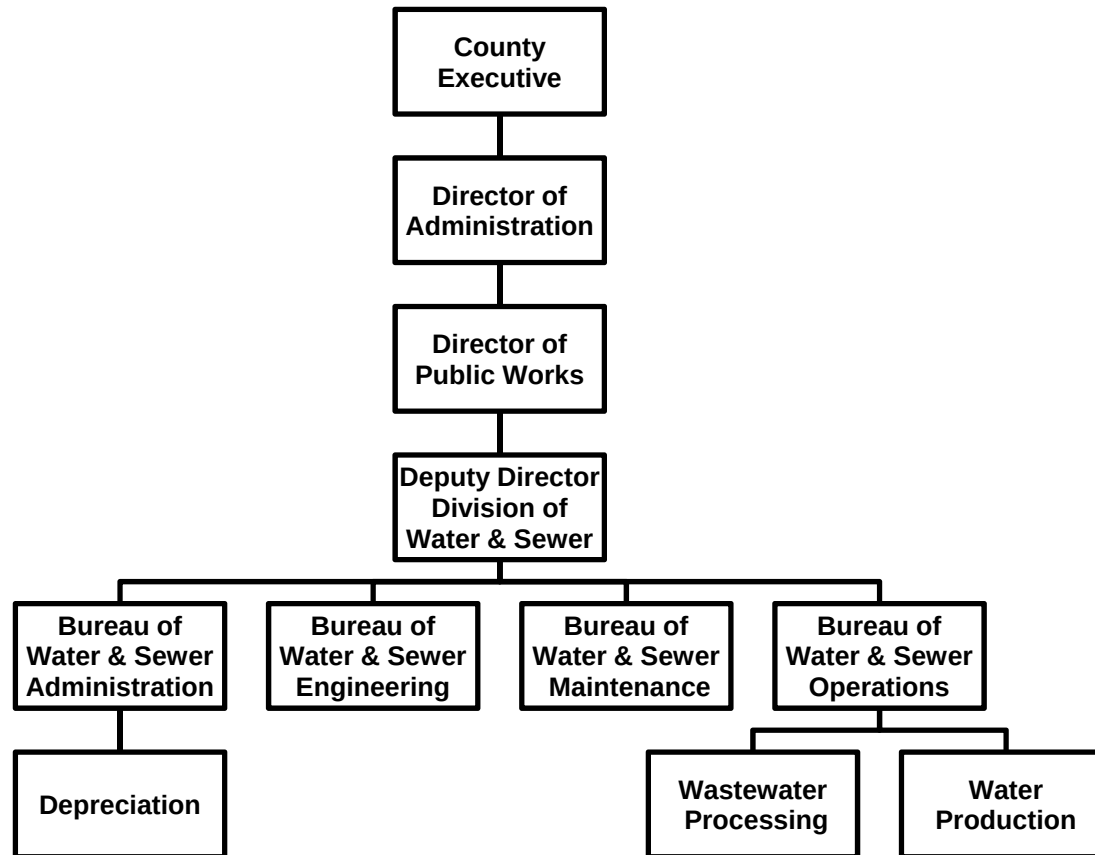
TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Noxious Weed	8,000	8,000	06/30/12 State Recurring	Noxious Weed control is a joint program between Harford County and the State of Maryland created to eradicate and control Noxious Weeds in Harford County. Harford County provides the program services and the State of Maryland provides the oversight and training. This program performs noxious and invasive weed eradication at Harford County State Parks, municipal parks, and along State highway right-of-ways. This program provides technical advice to homeowners to eradicate noxious and invasive weeds.	None
TOTALS	8,000	8,000			



Waste to Energy Plant

DEPARTMENT OF PUBLIC WORKS

DIVISION OF WATER AND SEWER



DEPARTMENT OF PUBLIC WORKS DIVISION OF WATER & SEWER

ORIGIN/PURPOSE:

The Public Works Division of Water and Sewer is mainly funded by user charges, interest on investments and licenses and permits. The 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 days 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 42,600 customer accounts of the County's sewer system; operating three County-owned treatment plants; operating 55 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 42,600 customers on the County's water system; utilizes three County-owned treatment plants, 12 booster stations, 13 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.

MISSION STATEMENT:

TO PROVIDE EFFICIENT AND RELIABLE PUBLIC UTILITIES FOR POTABLE WATER AND CENTRALIZED SEWERAGE WORKS FOR OUR CUSTOMERS THROUGH COST EFFECTIVE MANAGEMENT AND MAINTENANCE OF OUR INFRASTRUCTURE; WELL PLANNED IMPROVEMENTS AND CAPACITY DEVELOPMENT; COMPLIANCE WITH REGULATORY REQUIREMENTS; AND CONSCIOUS AND RESPONSIBLE OPERATIONS TO HELP PROTECT OUR NATURAL ENVIRONMENT AND THE SAFETY OF THE PUBLIC AND WORKFORCE

FY '11 - '12 GOALS:

- 1 TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATION
- 2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS
- 3 TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS

**DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS**

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	13,676,589	14,069,086	13,840,727	14,898,596	14,898,596
20	CONTRACTUAL SERVICES	6,301,057	6,690,925	7,183,495	7,361,745	7,361,745
30	SUPPLIES & MATERIALS	2,246,074	2,115,307	3,053,126	2,911,385	2,911,385
40	BUSINESS & TRAVEL	539,681	470,762	585,572	570,602	570,602
50	CAPITAL OUTLAY	581,112	391,214	353,800	576,597	576,597
70	MISCELLANEOUS	11,079,805	11,183,189	11,425,890	10,968,676	10,968,676
80	INTER-GOVERNMENTAL/INTER-FUND	720,282	854,236	1,122,176	780,000	780,000
	GRAND TOTAL	35,144,600	35,774,719	37,564,786	38,067,601	38,067,601

SUMMARY BY FUND:

51	WATER & SEWER OPERATING	35,144,600	35,774,719	37,564,786	38,067,601	38,067,601
	GRAND TOTAL	35,144,600	35,774,719	37,564,786	38,067,601	38,067,601

SUMMARY BY DIVISION:

ADMINISTRATION	3,084,086	3,104,550	2,991,941	2,720,155	2,720,155
DEPRECIATION	8,909,341	9,063,569	9,500,000	9,400,000	9,400,000
ENGINEERING	1,308,002	1,284,373	1,292,772	1,342,740	1,342,740
W & S MAINTENANCE	6,076,657	5,824,928	6,521,472	6,710,087	6,710,087
WASTEWATER PROCESSING	10,009,175	10,382,654	10,235,534	10,660,788	10,660,788
WATER PRODUCTION	5,757,339	6,114,645	7,023,067	7,233,831	7,233,831
GRAND TOTAL	35,144,600	35,774,719	37,564,786	38,067,601	38,067,601

**DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS**

FINANCIAL NOTES:

The \$502,815 net increase in funding for the Water & Sewer Division of Public Works is the result of:

	FY 11	FY 12	CHANGE	
o	9,332,262	9,268,568	(63,694)	Full Time Salaries
			33,652	Salary adjustments based on the recommendations of the Department of Human Resources
			(97,346)	Staff Turnover (1.04%)
			<u>(63,694)</u>	
o		440,046	440,046	Additional funds provided for a 27th pay which will occur in FY 12
o		(12,524)	(12,524)	The net result of full-time transfers between the divisions of Water & Sewer:
			# of Positions	Salary
			1.00	27,500
			(1.00)	(27,500)
			<u>0.00</u>	<u>0</u>
				Fringe
				7,882
				(20,406)
				<u>(12,524)</u>
				<u>(12,524)</u>
				Permits Clerk transferred from Bureau of Water & Sewer Engineering to Water Production and reclassified as a Plant Operator Trainee I
o	775,181	1,223,500	448,319	Pension/Retirement rate adjustments
o	317,001	227,692	(89,309)	Workers' Compensation rate adjustments
o	1,881,663	2,217,194	335,531	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	562,800	562,200	(600)	Overtime - based on actual expense history for emergency utility crews to cover 24 hour operations
o	73,232	77,522	4,290	Shift Differential - adjusted based on actual expense history
o	767,265	763,075	(4,190)	FICA adjustment
o	55,250	49,620	(5,630)	Office Equipment - decrease based on rental rate of copiers
o	3,274,756	3,190,256	(84,500)	Electricity - decrease based on actual expense history
o	907,450	1,254,750	347,300	County Facility Repair & Renovations:
			FY 11	FY 12
			Maintenance	126,000
			WWP	486,400
			Water Prod	295,050
			<u>907,450</u>	<u>1,254,750</u>
				Change
				0
				207,100
				<u>140,200</u>
				<u>347,300</u>
				test/calibrate master meters and backflow preventors
				normal repairs increased based on actual expense history
				normal repairs increased based on actual expense history
o	34,670	32,830	(1,840)	Uniform Rental - decrease based on new contract for uniform rental and laundry

**DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS**

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	132,820	116,920	(15,900)	Telephone Service - decrease due to County-wide Share Plan
o	300,000	300,000	0	Annual Capital Service - Baltimore City - funding required per the 1993 Baltimore City/Harford County raw water purchase agreement for Baltimore City's planned upgrades to the Deer Creek pumping station and 108" raw water main. Total County responsibility is estimated to be \$4,250,000 plus a rate of return to be established by Baltimore City, paid over 20 years.
o	225,000	75,000	(150,000)	Engineering Services:
	FY 11	FY 12	Change	
	60,000	60,000	0	WWP - engineering consultant and service contract
	150,000	0	(150,000)	Maintenance - funding transferred to Water & Sewer Line Rehabilitation/Repair line item for better accountability
	15,000	15,000	0	Water Production - engineering services for assessment writing specs and inspection of major projects for painting towers
	<u>225,000</u>	<u>75,000</u>	<u>(150,000)</u>	
o	9,366	6,620	(2,746)	Data Processing Software Maintenance - Water & Sewer's share of the Environmental Systems Research Institute (ESRI/GIS) contract based on actual expenses
o	1,211,257	1,166,450	(44,807)	Other Professional Services - decrease based on actual expense history:
		FY 11	FY 12	Change
	Engineering	20,907	21,000	93 Consulting Services
	Maintenance	150,000	132,300	(17,700) preventive maintenance program, repair of sewer main line
	WWP	932,000	927,300	(4,700) lab analysis for MDE compliance, emergency pump outs and courier for transport of samples
	Water Prod	108,350	85,850	(22,500) contract lab services
	<u>1,211,257</u>	<u>1,166,450</u>	<u>(44,807)</u>	
o	173,346	187,238	13,892	Operating Equipment based on actual expense history for various service contracts:
		FY 11	FY 12	Change
	Maintenance	6,000	5,000	(1,000)
	WWP	123,880	148,600	24,720
	Water Prod	43,466	33,638	(9,828)
	<u>173,346</u>	<u>187,238</u>	<u>13,892</u>	
o	14,980	16,680	1,700	Communication Services - maintenance contract costs for mobile radio service increased
o	48,200	50,400	2,200	Grounds Maintenance - increase based on mowing contracts
o	0	50,000	50,000	Water Line Rehab/Repair - funding transferred from Engineering Services to use contractors to perform the work
o	0	100,000	100,000	Sewer Line Rehab/Repair - funding transferred from Engineering Services to use contractors to perform the work

**DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS**

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE			
o	185,450	180,450	(5,000)	Utility Water & Sewer Purchase - raw water purchased from Baltimore City delivered through the Big Inch and monthly payments to the City of Havre de Grace for treating recycled water from Harford County's water plant		
o	24,000	22,100	(1,900)	Other Contractual Services - based on actual expense history:		
		FY 11	FY 12	Change		
		Maintenance	7,000	2,000	(5,000)	payment to private utilities for water usage
		WWP	16,000	20,000	4,000	tipping for grit disposal at Harford County landfill
		Engineering	1,000	100	(900)	
		<u>24,000</u>	<u>22,100</u>	<u>(1,900)</u>		
o	1,458,000	1,351,000	(107,000)	Chemicals in Bulk - decrease based on actual expense history:		
		FY 11	FY 12	Change		
		Maintenance	9,000	9,000	0	
		Water Prod	843,000	811,000	(32,000)	
		WWP	606,000	531,000	(75,000)	
		<u>1,458,000</u>	<u>1,351,000</u>	<u>(107,000)</u>		
o	60,500	63,150	2,650	Laboratory Supplies - increase based on actual expense history for supplies used in lab for process analysis and to monitor National Pollutant Discharge Elimination System (NPDES) compliance and reporting to the Maryland Department of the Environment (MDE)		
o	165,000	165,000	0	Unanticipated Maintenance - to deal with emergencies		
o	305,000	354,900	49,900	Water Meter Purchases - new and replacement installations due to replacement program for all meters exceeding 15 years of age		
o	353,800	576,597	222,797	Equipment - normal annual purchases of pumps, generators, saws, tampers, etc.		
o	121,200	107,200	(14,000)	Payments to Other Government Agencies:		

Division	FY 11	FY 12	Change	Explanation
Maintenance	90,000	78,000	(12,000)	payments to the Pennsylvania Delta Borough for waste treatment, based on actual expense history and as required
Wastewater	31,200	29,200	(2,000)	annual sludge generation fee paid to The Maryland Department of the Environment based on the volume of sludge produced
	121,200	107,200	(14,000)	

**DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS**

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	1,588,725	1,463,651	(125,074)	Line items significantly adjusted, based on actual expense history and the state of the economy:
	FY 11	FY 12	Change	
	2,900	7,000	4,100	Vehicle & Operating Equipment
	101,900	94,300	(7,600)	Heating Fuel (Oil)
	150,000	130,000	(20,000)	Utility Line Maintenance Contract
	42,400	41,201	(1,199)	Building/Custodial Service
	24,150	21,175	(2,975)	General Office Supplies
	457,000	409,400	(47,600)	Equipment Repair Parts
	57,600	54,850	(2,750)	Safety Equipment
	50,000	35,000	(15,000)	Water Meter Repair Parts
	49,000	42,500	(6,500)	W & S Lines Service Parts
	3,000	2,000	(1,000)	Computer Hardware Component
	11,500	15,500	4,000	Diesel Fuel
	7,000	5,000	(2,000)	Gasoline
	12,725	6,825	(5,900)	Oil & Lubricants
	55,000	50,000	(5,000)	Grates, Manhole Cover
	8,100	5,000	(3,100)	Other Supplies & Materials
	206,800	211,800	5,000	County Owned Vehicles
	241,500	235,750	(5,750)	Fuel Charges
	92,000	84,900	(7,100)	Non-Targeted Charges - FVS
	16,150	11,450	(4,700)	Training Seminars
	<u>1,588,725</u>	<u>1,463,651</u>	<u>(125,074)</u>	

**DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS**

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	1,804,690	1,461,476	(343,214)	Pro Rata Shares - represents Water and Sewer Funds paid to the General Fund for the overhead and administrative support functions provided there. It also covers Water and Sewer Operations' share of the Director of Public Works budget, which is in the Highways Fund.

	FY 11	FY 12	Change	
	152,532	163,234	10,702	Water & Sewer Fund Pro Rata to the Public Works Director Budget
	<u>1,652,158</u>	<u>1,298,242</u>	<u>(353,916)</u>	Water & Sewer Fund Pro Rata to the General Fund
	<u>1,804,690</u>	<u>1,461,476</u>	<u>(343,214)</u>	

o	9,500,000	9,400,000	(100,000)	Depreciation - per Treasury

o	259,176	0	(259,176)	Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

o	863,000	780,000	(83,000)	Other Intergovernmental:

Division	FY 11	FY 12	Change	Explanation
Wastewater Processing	83,000	0	(83,000)	Sewer fee for Swan Creek not required in FY 12 as Treasury has instituted a new process for paying these charges out of revenue
Water Production	780,000	780,000	0	payment to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations; the County purchases 1.3 MGD of water from the City; payment will be \$65,000 per month
	863,000	780,000	(83,000)	

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	101,865	1.00	101,865	1.00	101,865
Administrative Assistant I	0.00	0	0.00	0	1.00	40,107
Administrative Assistant II	8.00	387,542	7.00	329,494	7.00	329,494
Administrative Specialist II	1.00	79,376	1.00	79,376	1.00	79,375
Assistant Superintendent	0.00	0	8.00	640,528	8.00	640,530
Assistant Superintendent of Plant Operations	2.00	175,997	0.00	0	0.00	0
Central Stores Coordinator	1.00	37,795	0.00	0	0.00	0
Central Stores Manager	1.00	41,513	2.00	81,413	2.00	81,413
Chemist	1.00	57,260	1.00	57,260	1.00	57,260
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Water & Sewer	0.00	0	3.00	348,757	3.00	351,042
Chief, Water & Sewer Administration	1.00	120,025	0.00	0	0.00	0
Chief, Water & Sewer Facilities	1.00	110,992	0.00	0	0.00	0
Chief, Water & Sewer Operations	1.00	118,937	0.00	0	0.00	0
Chief, Water & Sewer Utility Technician	1.00	73,138	0.00	0	0.00	0
Civil Engineer I	1.00	43,900	1.00	43,900	1.00	43,900
Civil Engineer II	1.00	67,757	2.00	115,157	2.00	115,157
Civil Engineer III	4.00	379,683	4.00	379,681	4.00	379,681
Civil Engineer IV	1.00	110,992	1.00	110,992	1.00	110,992
Computer Records Assistant	1.00	43,892	1.00	43,892	1.00	43,892
Computer System Engineer II	2.00	146,208	0.00	0	0.00	0
Computer System Engineer III	0.00	0	2.00	146,208	2.00	146,208
Database Administrator	1.00	69,795	1.00	69,795	1.00	69,795
Deputy Director of Public Works	1.00	122,179	1.00	122,179	1.00	122,179
Drafting Technician II	1.00	56,112	1.00	56,112	1.00	56,112
Electrician W & S Operations	1.00	58,335	1.00	44,322	1.00	44,322
Engineering Associate III	1.00	51,852	1.00	51,852	1.00	51,852
Engineering Associate V	1.00	91,846	0.00	0	0.00	0
Equipment Repair Specialist	1.00	37,300	1.00	37,300	1.00	37,300

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
GIS Coordinator	1.00	70,094	1.00	70,094	1.00	70,094
Instrumentation Technician	1.00	56,136	1.00	56,136	1.00	56,136
Laboratory Assistant	2.00	67,244	1.00	42,760	0.00	0
Laboratory Technician	3.00	143,150	4.00	182,640	5.00	226,683
Management Assistant II	3.00	230,153	3.00	230,153	3.00	230,153
Permits Clerk	1.00	27,500	2.00	60,600	0.00	0
Plant Operations Manager	2.00	148,423	2.00	162,651	2.00	162,651
Plant Operator (Water/Wastewater)	17.00	812,093	17.00	806,633	18.00	832,301
Plant Operator Trainee I (Water/Wastewater)	7.00	194,875	4.00	111,588	5.00	139,089
Plant Operator Trainee II (Water/Wastewater)	5.00	168,065	8.00	267,365	7.00	233,743
Plant Superintendent Water & Sewer	0.00	0	3.00	302,962	3.00	266,433
Plant Superintendent W & S Facilities Maintenance	1.00	98,011	0.00	0	0.00	0
Plant Superintendent Water/Wastewater Operator	2.00	225,303	0.00	0	0.00	0
Pretreatment Inspector	1.00	67,857	1.00	43,900	1.00	43,900
Process Engineer	2.00	160,520	2.00	160,520	2.00	160,520
Senior Electrician Water & Sewer	0.00	0	1.00	58,335	1.00	58,335
Senior Instrumentation Technician	1.00	61,897	1.00	61,897	1.00	61,897
Senior Laboratory Technician	1.00	47,400	1.00	47,400	1.00	47,400
Senior Plant Operator	9.00	559,452	8.00	497,557	8.00	455,884
Senior W/WW Facility Mechanic	3.00	171,508	3.00	171,507	3.00	171,507
Shift Supervisor/Plant Operations	6.00	381,838	6.00	392,790	6.00	392,791
Superintendent of Laboratories	1.00	65,409	1.00	65,409	1.00	65,409
Superintendent of Water & Sewer Facilities	1.00	90,508	1.00	90,507	1.00	90,507
Supervisor, Meter Operations	1.00	85,550	0.00	0	0.00	0
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	66,544	1.00	66,544
Water & Sewer Maintenance Supervisor	4.00	305,846	0.00	0	0.00	0
Water & Sewer Permits Technician	1.00	35,600	1.00	35,600	1.00	35,600
Water & Sewer Utility Crew Chief	5.00	266,811	6.00	310,710	6.00	310,710

STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Water & Sewer Utility Technician II	1.00	63,799	1.00	63,799	1.00	63,799
Water & Sewer Utility Technician III	3.00	210,009	3.00	189,575	3.00	189,575
Water & Sewer Utility Worker I	8.00	287,592	6.00	219,570	3.00	126,962
Water & Sewer Utility Worker II	10.00	318,012	12.00	373,015	15.00	461,609
Water & Sewer Utility Worker III (Certified)	2.00	74,600	1.00	37,300	3.00	112,547
Water & Sewer Utility Worker III (Non-Certified)	5.00	164,841	5.00	166,642	3.00	103,093
Water & Sewer Utility Worker IV	2.00	104,677	2.00	104,677	2.00	104,677
Water/Wastewater Facility Mechanic	6.00	328,101	8.00	417,804	9.00	455,104
Water/Wastewater Facility Mechanic Trainee	3.00	117,076	1.00	33,100	0.00	0
Water Meter Mechanic I	1.00	51,958	1.00	51,958	1.00	51,958
Water Meter Mechanic II	7.00	293,226	7.00	293,227	7.00	293,227
Water Meter Technician I	2.00	107,784	2.00	107,784	2.00	107,784
Water Meter Technician II	1.00	57,813	1.00	57,814	1.00	57,814
FULL-TIME SALARIES	170.00	9,442,966	170.00	9,344,006	170.00	9,280,312
SALARY OFFSET		(11,744)		(11,744)		(11,744)
TOTAL FULL-TIME SALARIES	170.00	9,431,222	170.00	9,332,262	170.00	9,268,568
TEMPORARY SALARIES		110,277		107,243		107,243
SALARY TOTAL	170.00	9,541,499	170.00	9,439,505	170.00	9,375,811

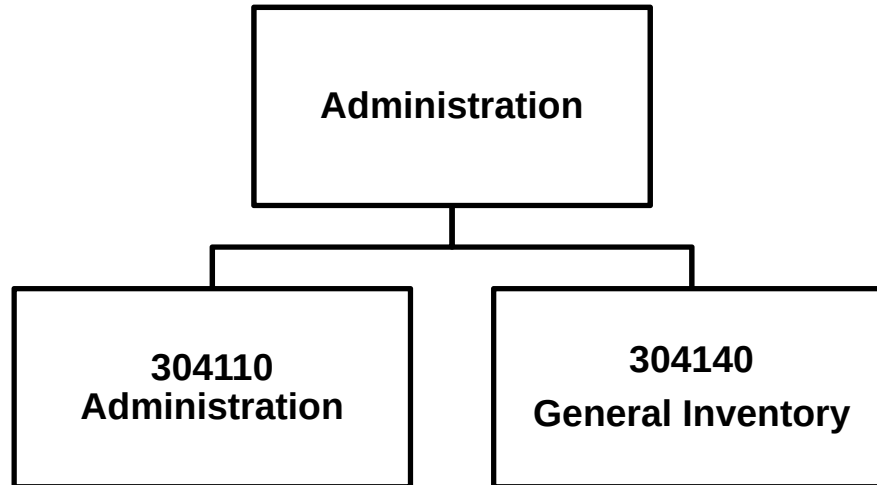
STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		927,947		775,181		1,224,820
Workers' Compensation		340,816		317,001		228,478
Health Benefits		1,851,878		1,881,663		2,202,564
Overtime & Shift Differential		656,932		636,032		639,722
FICA		777,306		767,265		763,075
Miscellaneous		23,940		24,080		24,080
TOTAL OTHER PERSONAL SERVICES		4,578,819		4,401,222		5,082,739
TOTAL 27TH PAY COST		0		0		440,046
TOTAL FURLOUGH SAVINGS		(195,661)		0		0
TOTAL PERSONAL SERVICES	170.00	13,924,657 *	170.00	13,840,727	170.00	14,898,596

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**DIVISION: 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 '11 - '12 GOAL:

- 1 TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATION

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	833,691	910,976	890,060	965,534	965,534
20	CONTRACTUAL SERVICES	156,530	168,761	171,466	167,670	167,670
30	SUPPLIES & MATERIALS	5,280	5,809	107,525	106,875	106,875
40	BUSINESS & TRAVEL	24,128	6,250	18,200	18,600	18,600
50	CAPITAL OUTLAY	159	0	0	0	0
70	MISCELLANEOUS	2,064,298	2,012,754	1,804,690	1,461,476	1,461,476
	GRAND TOTAL	3,084,086	3,104,550	2,991,941	2,720,155	2,720,155
<u>FUNDING SOURCE:</u>						
51	WATER & SEWER OPERATING	3,084,086	3,104,550	2,991,941	2,720,155	2,720,155
<u>SUMMARY BY DIVISION:</u>						
304110	BUREAU OF WATER & SEWER ADMINISTRATION	3,084,086	3,104,550	2,891,941	2,620,155	2,620,155
304140	GENERAL INVENTORY	0	0	100,000	100,000	100,000
	GRAND TOTAL	3,084,086	3,104,550	2,991,941	2,720,155	2,720,155

INDEX: 304110 & 304140

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: BUREAU OF WATER & SEWER ADMINISTRATION

Index No. 304110

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	101,865	1.00	101,865	1.00	101,865
Administrative Assistant II	2.00	86,880	2.00	86,880	2.00	86,880
Chief, Water & Sewer (Administration)	1.00	120,025	1.00	120,025	1.00	120,025
Database Administrator	1.00	69,795	1.00	69,795	1.00	69,795
Deputy Director of Public Works	1.00	122,179	1.00	122,179	1.00	122,179
Management Assistant II	2.00	145,450	2.00	145,450	2.00	145,450
Water & Sewer Permits Technician	1.00	35,600	1.00	35,600	1.00	35,600
FULL-TIME SALARIES	9.00	681,794	9.00	681,794	9.00	681,794
SALARY OFFSET		(11,744)		(11,744)		(11,744) A
TOTAL FULL-TIME SALARIES	9.00	670,050	9.00	670,050	9.00	670,050
OTHER PERSONAL SERVICES						
Pension & Retirement		65,589		55,907		88,633
Workers' Compensation		10,114		9,442		6,823
Health Benefits		101,796		102,838		117,119
Overtime & Shift Differential		3,000		1,000		1,000
FICA		50,613		49,563		49,563
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		232,372		220,010		264,398
TOTAL 27TH PAY COST		0		0		31,086
TOTAL FURLOUGH SAVINGS		(13,872)		0		0
TOTAL PERSONAL SERVICES	9.00	888,550 *	9.00	890,060	9.00	965,534

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Assistant II position offset to reflect actual hours worked - #1017

DPW - WATER & SEWER - ADMINISTRATION OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To protect public health and our ecosystem through responsible system management, maintenance and operations.

Department Objective

To minimize the number of Sanitary Sewer Overflows (SSO) in any given year to below the industry national average of 7.3 per 100 miles.

County Goal(s) Supported

- III. Efficient County Government
- V. Environmental Stewardship

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$4,867,865	\$4,804,898	\$4,648,383	\$5,128,262	\$5,152,284
<u>Output:</u>					
Total miles of sewer in system	532	534	543.5	546	550
<u>Efficiency:</u>					
Total cost per 100 miles of sewer	\$915,012	\$899,794	\$855,268	\$939,242	\$936,779
<u>Outcome:</u>					
National average of SSO per 100 miles of sewer	7.3	7.3	7.3	7.3	7.3
Harford County's total SSO per 100 miles	2.3	1.3	1.5	1.8	1.6

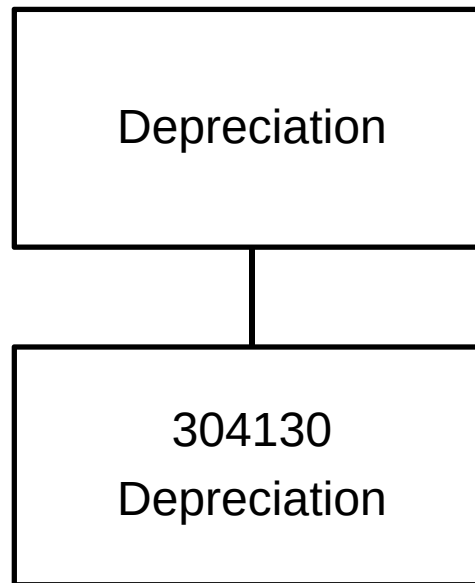
Explanation and Analysis of Performance Measures

A major goal for the department is to minimize the number of SSO that occur. To determine how successful we are, we compare our SSO against the industry national average for SSO.

Major Related Plans and Policies

Capital Improvement Plan. Preventive Maintenance Program. County Adequate Public Facilities Ordinance.

DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: Depreciation

INDEX: 304130

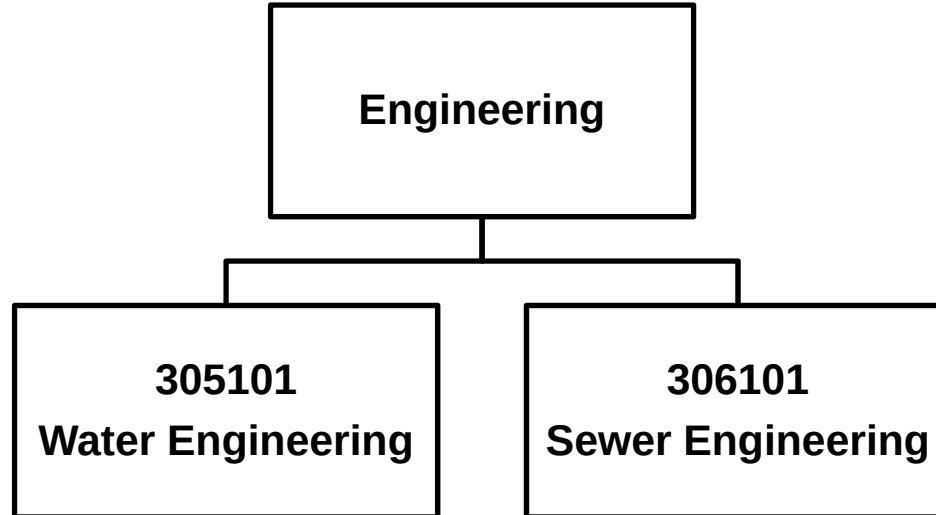
ORIGIN/PURPOSE:

Total Depreciation Expense for FY 10 was \$9,063,569 which was funded by Contributed Capital. It is estimated that the expense for FY 12 will be \$9,400,000. This total expense is reduced by the Depreciation Expense from Contributed Capital.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	<u>8,909,341</u>	<u>9,063,569</u>	<u>9,500,000</u>	<u>9,400,000</u>	<u>9,400,000</u>
	GRAND TOTAL	<u>8,909,341</u>	<u>9,063,569</u>	<u>9,500,000</u>	<u>9,400,000</u>	<u>9,400,000</u>
	<u>FUNDING SOURCE:</u>					
51	WATER & SEWER OPERATING	<u>8,909,341</u>	<u>9,063,569</u>	<u>9,500,000</u>	<u>9,400,000</u>	<u>9,400,000</u>
	<u>SUMMARY BY DIVISION:</u>					
304130	DEPRECIATION	<u>8,909,341</u>	<u>9,063,569</u>	<u>9,500,000</u>	<u>9,400,000</u>	<u>9,400,000</u>
	GRAND TOTAL	<u>8,909,341</u>	<u>9,063,569</u>	<u>9,500,000</u>	<u>9,400,000</u>	<u>9,400,000</u>

DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,234,669	1,201,203	1,244,180	1,302,570	1,302,570
20	CONTRACTUAL SERVICES	37,152	77,257	36,957	31,110	31,110
30	SUPPLIES & MATERIALS	6,686	5,019	7,300	6,400	6,400
40	BUSINESS & TRAVEL	3,555	894	4,335	2,660	2,660
50	CAPITAL OUTLAY	25,940	0	0	0	0
	GRAND TOTAL	<u>1,308,002</u>	<u>1,284,373</u>	<u>1,292,772</u>	<u>1,342,740</u>	<u>1,342,740</u>
<u>FUNDING SOURCE:</u>						
51	WATER & SEWER OPERATING	<u>1,308,002</u>	<u>1,284,373</u>	<u>1,292,772</u>	<u>1,342,740</u>	<u>1,342,740</u>
<u>SUMMARY BY DIVISION:</u>						
305101	WATER ENGINEERING	677,050	669,794	656,727	678,775	678,775
306101	SEWER ENGINEERING	630,952	614,579	636,045	663,965	663,965
	GRAND TOTAL	<u>1,308,002</u>	<u>1,284,373</u>	<u>1,292,772</u>	<u>1,342,740</u>	<u>1,342,740</u>

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**DIVISION: Bureau of Water & Sewer Engineering****INDEX: 305101 & 306101****FINANCIAL NOTES:**

The \$49,968 net increase in funding for Water and Sewer - Bureau of Water & Sewer Engineering is the result of:

	FY 11	FY 12	CHANGE	
o		(47,906)	(47,906)	The net result to this division of staff transfers between divisions within Water & Sewer:
			# of Position (1.00)	Salary (27,500)
				Fringe (20,406)
				Total (47,906)
				Permit Clerk transferred to Water Production and reclassified as a Plant Operator Trainee I
o		41,716	41,716	Additional funds provided for a 27th pay which will occur in FY 12
o	75,988	119,149	43,161	Pension/Retirement rate adjustments
o	7,262	5,277	(1,985)	Workers' Compensation rate adjustments
o	160,714	184,764	24,050	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	1,000	400	(600)	Overtime - reduced due to the state of the economy
o	11,000	6,260	(4,740)	Office Equipment - decrease based on actual copier lease
o	3,650	3,550	(100)	Telephone Service - decrease due to County-wide Share Plan
o	20,907	21,000	93	Other Professional Services - Consultant work
o	5,750	3,000	(2,750)	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	1,000	100	(900)	Other Contractual Services
	3,000	2,400	(600)	General Office Supplies
	1,750	500	(1,250)	Fuel Charges
	<u>5,750</u>	<u>3,000</u>	<u>(2,750)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos. 305101
306101

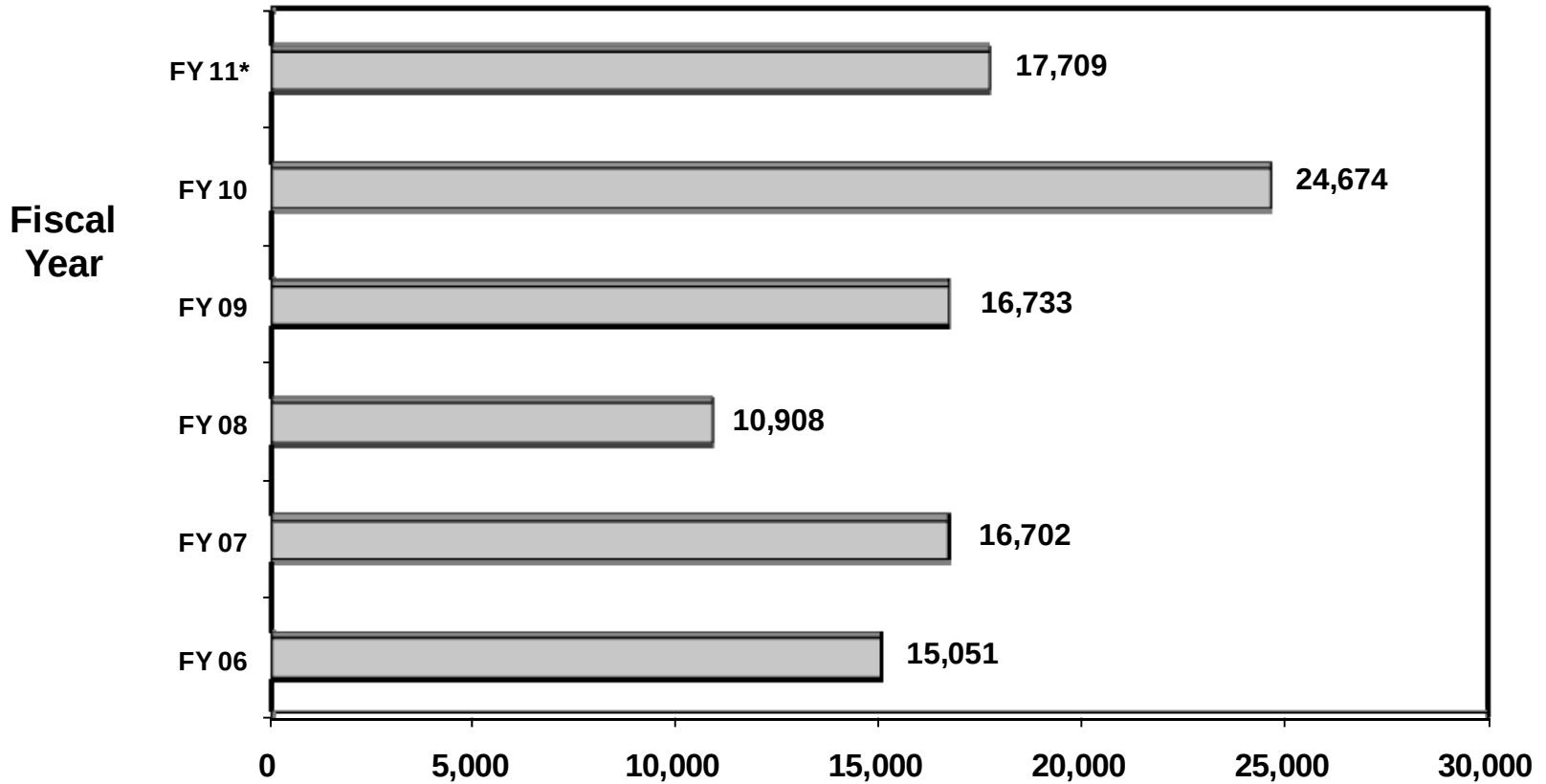
DIVISION: BUREAU OF WATER & SEWER ENGINEERING

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Civil Engineer I	1.00	43,900	1.00	43,900	1.00	43,900
Civil Engineer II	1.00	67,757	2.00	115,157	2.00	115,157
Civil Engineer III	4.00	379,683	4.00	379,681	4.00	379,681
Civil Engineer IV	1.00	110,992	1.00	110,992	1.00	110,992
Drafting Technician II	1.00	56,112	1.00	56,112	1.00	56,112
Engineering Associate III	1.00	51,852	1.00	51,852	1.00	51,852
Engineering Associate V	1.00	91,846	0.00	0	0.00	0
GIS Coordinator	1.00	70,094	1.00	70,094	1.00	70,094
Permits Clerk	1.00	27,500	1.00	27,500	0.00	0 A
TOTAL FULL-TIME SALARIES	13.00	971,136	13.00	926,688	12.00	899,188
OTHER PERSONAL SERVICES						
Pension & Retirement		93,424		75,988		116,894
Workers' Compensation		8,178		7,262		5,200
Health Benefits		150,976		160,714		168,934
Overtime & Shift Differential		3,000		1,000		400
FICA		74,260		70,708		68,558
Miscellaneous		1,820		1,820		1,680
TOTAL OTHER PERSONAL SERVICES		331,658		317,492		361,666
TOTAL 27TH PAY COST		0		0		41,716
TOTAL FURLOUGH SAVINGS		(20,104)		0		0
TOTAL PERSONAL SERVICES	13.00	1,282,690 *	13.00	1,244,180	12.00	1,302,570

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Permits Clerk position transferred to Water Production and reclassified as a Plant Operator Trainee I - #1018

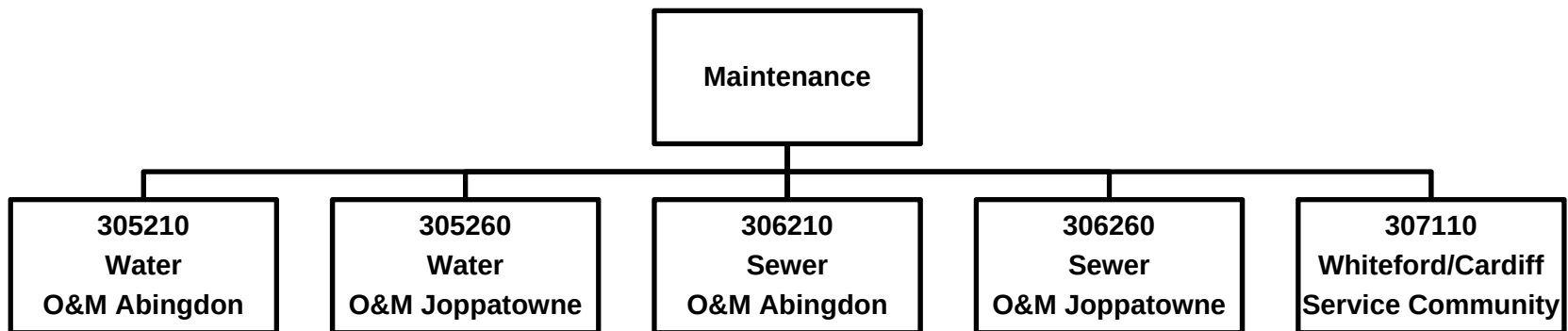
Water & Sewer Miss Utility Calls



*Estimate

DEPARTMENT OF PUBLIC WORKS

WATER AND SEWER DIVISION



DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**DIVISION: Bureau of Water & Sewer Maintenance****INDEX: 305210, 305260, 306210, 306260, 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-days 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 system locations for the One Call (Miss Utility) system.

FY '11 - '12 GOAL:

2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	4,275,690	4,476,422	4,232,679	4,579,586	4,579,586
20	CONTRACTUAL SERVICES	446,438	470,970	866,896	814,426	814,426
30	SUPPLIES & MATERIALS	832,375	475,485	793,075	806,625	806,625
40	BUSINESS & TRAVEL	299,674	243,555	343,050	335,850	335,850
50	CAPITAL OUTLAY	135,620	25,128	72,100	95,600	95,600
70	MISCELLANEOUS	78,000	78,000	90,000	78,000	78,000
80	INTER-GOVERNMENTAL/INTER-FUND	8,860	55,368	123,672	0	0
	GRAND TOTAL	6,076,657	5,824,928	6,521,472	6,710,087	6,710,087
<u>FUNDING SOURCE:</u>						
51	WATER & SEWER OPERATING	6,076,657	5,824,928	6,521,472	6,710,087	6,710,087
<u>SUMMARY BY DIVISION:</u>						
305210	WATER O & M ABINGDON	3,687,659	3,469,126	3,720,959	3,911,084	3,911,084
305260	WATER O & M JOPPATOWNE	94,024	75,544	96,670	95,931	95,931
306210	SEWER O & M ABINGDON	2,143,137	2,161,334	2,525,743	2,542,761	2,542,761
306260	SEWER O & M JOPPATOWNE	72,487	39,574	75,350	74,311	74,311
307110	SEWER WHITEFORD SERVICE COMMUNITY	79,350	79,350	102,750	86,000	86,000
	GRAND TOTAL	6,076,657	5,824,928	6,521,472	6,710,087	6,710,087

DEPARTMENT: PUBLIC WORKS - WATER AND SEWER**DIVISION: Bureau of Water & Sewer Maintenance****INDEX: 305210, 305260, 306210, 306260, 307110****FINANCIAL NOTES:**

The \$188,615 net increase in funding for Water and Sewer - Bureau of Water & Sewer Maintenance is the result of:

	FY 11	FY 12	CHANGE	
o	2,759,582	2,774,272	14,690	Full Time Salaries
			14,690	Salary adjustments based on the recommendations of the Department of Human Resources
o		132,186	132,186	Additional funds provided for a 27th pay which will occur in FY 12
o	235,258	370,520	135,262	Pension/Retirement rate adjustments
o	106,418	77,094	(29,324)	Workers' Compensation rate adjustments
o	619,780	712,674	92,894	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	231,566	232,765	1,199	FICA adjustments
o	35,420	27,420	(8,000)	Telephone Service - decrease due to County-wide Share Plan
o	65,000	65,000	0	Emergency Reporting System - funding for the installation of Verizon Fiber Optic cable through portions of Harford County. Verizon's work will increase the number of Miss Utility calls for service for the division to field locate our buried water and sewer lines
o	150,000	130,000	(20,000)	Utility Line Maintenance - decrease based on actual expenses for contractors to repave and/or patch roadways
o	150,000	0	(150,000)	Engineering Services - funding transferred to different subobjects (Water Line Rehab/Repair & Sewer Line Rehab/Repair to better show accountability of service
o	0	50,000	50,000	Water Line Rehab/Repair - funding transferred from Engineering Services to hire contractors to perform the work
o	0	100,000	100,000	Sewer Line Rehab/Repair - funding transferred from Engineering Services to hire contractors to perform the work
o	7,000	2,000	(5,000)	Other Services - dumping fee for spoil materials from water leaks, polybutylene breaks, etc is reduced based on actual expenses

DEPARTMENT: PUBLIC WORKS

DIVISION: Bureau of Water & Sewer Maintenance

INDEX: 305210, 305260, 306210, 306260, 307110

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	150,000	132,300	(17,700) Other Professional Services:

Index	FY 11	FY 12	Change	Explanation
Abingdon Water	5,000	5,000	0	towing and plumbing services, and camera inspection from main line to the street, flush out main water lines and consultant services for Information Asset Technology Plan
Joppatowne Water	500	300	(200)	rehab fire hydrants (e.g. sand blast, primer and top coat) based on actuals
Joppatowne Sewer	30,000	25,000	(5,000)	preventive maintenance program
Abingdon Sewer	110,000	100,000	(10,000)	root control in existing sub-division right of ways, grubbing / cleaning sewer interceptor easements, install sewer service by contract labor, calibrate and test sewer flow meters in off-sire areas and repair of sewer main line and service over 18' deep
Cardiff	4,500	2,000	(2,500)	for unanticipated emergency outsourcing of contractors, plumbers, etc.
	150,000	132,300	(17,700)	

o	305,000	354,900	49,900	Water Meter Purchases - new and replacement installations due to replacement program for all meters exceeding 15 years of age
o	85,000	85,000	0	Unanticipated Maintenance - contingency for unexpected emergencies

DEPARTMENT: PUBLIC WORKS

DIVISION: Bureau of Water & Sewer Maintenance

INDEX: 305210, 305260, 306210, 306260, 307110

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	50,000	35,000	(15,000) Water Meter Repair Parts decrease based on actual expense history:

Index	FY 11	FY 12	Change
Abingdon Water	30,000	20,000	(10,000)
Joppatowne Sewer	20,000	15,000	(5,000)
	50,000	35,000	(15,000)

o	72,100	95,600	23,500	Equipment:
				Hex-a-Gram & Meters
			26,700	Testing Gauge
			2,500	Tampers
			2,500	Other Equipment
			3,000	Radio - Mobile
			4,500	Radio - Portable
			2,900	

o	123,672	0	(123,672)	Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project

o	90,000	78,000	(12,000)	Payments to Other Government Agencies - payment to the Pennsylvania Delta Borough for waste treatment, based on actual expense history and as required by an inter-state agreement

DEPARTMENT: PUBLIC WORKS

DIVISION: Bureau of Water & Sewer Maintenance

INDEX: 305210, 305260, 306210, 306260, 307110

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	217,450	189,400	(28,050)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	6,000	5,000	(1,000)	Operating Equipment
	18,000	17,000	(1,000)	Building/Custodial Services
	8,000	6,500	(1,500)	General Office Supplies
	2,400	3,400	1,000	Duplicating Machine Supplies
	1,300	600	(700)	Audio Visual Supplies
	49,000	42,500	(6,500)	W & S Lines Service
	3,000	2,000	(1,000)	Computer Hardware Components
	3,000	2,000	(1,000)	Traffic Signs & Markings
	7,000	5,000	(2,000)	Gasoline
	55,000	50,000	(5,000)	Grates, Manhole Covers
	7,250	4,400	(2,850)	Other Supplies & Materials
	51,000	46,000	(5,000)	Non-Targeted Charges - FVS
	6,500	5,000	(1,500)	Training Seminars
	<u>217,450</u>	<u>189,400</u>	<u>(28,050)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: BUREAU OF WATER & SEWER MAINTENANCE

Index Nos.

305210

305260

306210

306260

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	0.00	0	1.00	40,107 A
Administrative Assistant II	3.00	160,344	2.00	102,296	2.00	102,296
Administrative Specialist II	1.00	79,376	1.00	79,376	1.00	79,375
Assistant Superintendent	0.00	0	4.00	291,747	4.00	291,749
Chief, Water & Sewer (Facilities)	1.00	110,992	1.00	110,992	1.00	110,990
Chief, Water & Sewer Utility Technician	1.00	73,138	0.00	0	0.00	0
Computer Records Assistant	1.00	43,892	1.00	43,892	1.00	43,892
Equipment Repair Specialist	1.00	37,300	1.00	37,300	1.00	37,300
Permit Clerk	0.00	0	1.00	33,100	0.00	0
Superintendent of Water & Sewer Facilities	1.00	90,508	1.00	90,507	1.00	90,507
Supervisor, Meter Operations	1.00	85,550	0.00	0	0.00	0
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	66,544	1.00	66,544
Water & Sewer Maintenance Supervisor	2.00	133,062	0.00	0	0.00	0
Water & Sewer Utility Crew Chief	5.00	266,811	6.00	310,710	6.00	310,710
Water & Sewer Utility Technician II	1.00	63,799	1.00	63,799	1.00	63,799
Water & Sewer Utility Technician III	3.00	210,009	3.00	189,575	3.00	189,575
Water & Sewer Utility Worker I	8.00	287,592	6.00	219,570	3.00	126,962
Water & Sewer Utility Worker II	10.00	318,013	12.00	373,015	15.00	461,609 B
Water & Sewer Utility Worker III (Certified)	2.00	74,600	1.00	37,300	3.00	112,547 C
Water & Sewer Utility Worker III (Non Certified)	3.00	94,398	3.00	94,399	1.00	30,850
Water & Sewer Utility Worker IV	2.00	104,677	2.00	104,677	2.00	104,677
Water Meter Mechanic I	1.00	51,958	1.00	51,958	1.00	51,958
Water Meter Mechanic II	7.00	293,226	7.00	293,227	7.00	293,227
Water Meter Technician I	2.00	107,784	2.00	107,784	2.00	107,784
Water Meter Technician II	1.00	57,813	1.00	57,814	1.00	57,814
TOTAL FULL-TIME SALARIES	58.00	2,811,386	58.00	2,759,582	58.00	2,774,272

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: BUREAU OF WATER & SEWER MAINTENANCE

Index Nos.

305210
306210

305260
306260

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		44,766		41,733		41,733
SALARY TOTAL	58.00	2,856,152	58.00	2,801,315	58.00	2,816,005
OTHER PERSONAL SERVICES						
Pension & Retirement		278,492		235,258		370,520
Workers' Compensation		115,119		106,418		77,094
Health Benefits		583,819		619,780		712,674
Overtime & Shift Differential		236,582		230,082		230,082
FICA		236,335		231,566		232,765
Miscellaneous		8,120		8,260		8,260
TOTAL OTHER PERSONAL SERVICES		1,458,467		1,431,364		1,631,395
TOTAL 27TH PAY COST		0		0		132,186
TOTAL FURLOUGH SAVINGS		(59,128)		0		0
TOTAL PERSONAL SERVICES	58.00	4,255,491 *	58.00	4,232,679	58.00	4,579,586

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Permit Clerk filled as an Administrative Assistant I - #1026

B - Two (2) Water & Sewer Utility Worker I positions upgraded to Water & Sewer Utility Worker II - #1033 & #2214

One (1) Water & Sewer Utility Worker III (Non Certified) downgraded to a Water & Sewer Utility Worker II - #1502

C - One (1) Water & Sewer Utility Worker III (Non Certified) upgraded to a Water & Sewer Utility Workers III (Certified) - #2516

One (1) Water & Sewer Utility Worker I upgraded to a Water & Sewer Utility Worker III (Certified) - #1663

DPW - WATER & SEWER - WATER & SEWER MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide responsive, timely, economical and friendly service to our customers.

Department Objective

To replace 1,500 touchpad meters a year with more efficient Electronic Receiver Transmitter (ERT) meters.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$441,179	\$450,937	\$450,937	\$450,937	\$450,937
Number of meter readers	5.3	5.3	5.3	5.3	5.3
<u>Output:</u>					
Total number of meters read per year	167,852	169,304	170,496	171,720	172,688
<u>Efficiency:</u>					
Meter readings per employee per year	31,670	31,944	32,169	32,400	32,582
Man hours spent per 100 meters read	2.63	2.61	2.58	2.53	2.47
<u>Outcome:</u>					
Percent of meters in system that are ERT meters	60%	61%	64.6%	72%	77%

Explanation and Analysis of Performance Measures

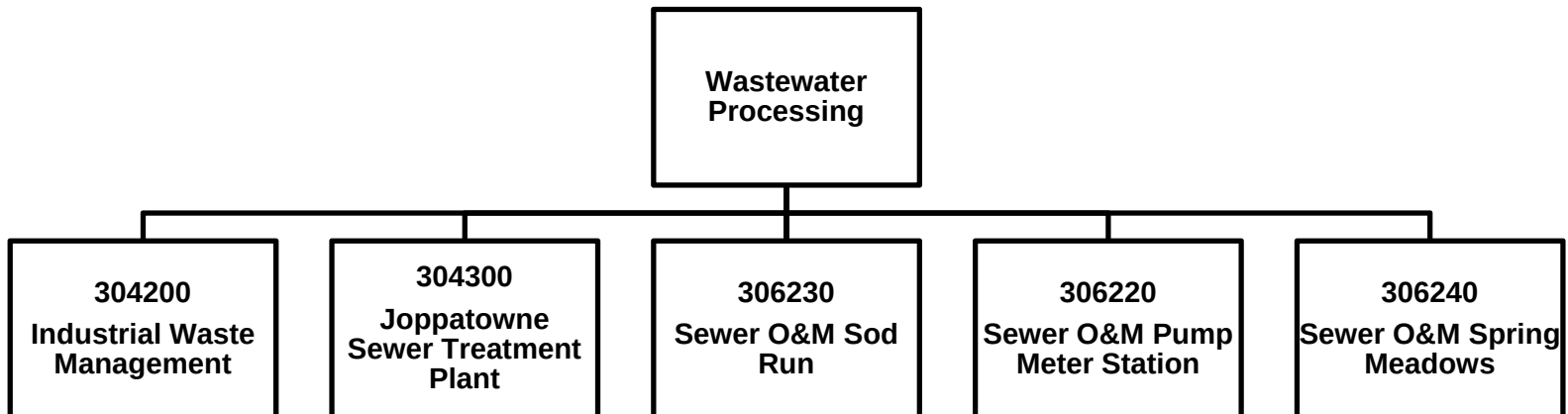
Implementation of ERT meters reduces costs, improves operations, reliability, and the accuracy of the information and bills rendered, which leads to overall customer satisfaction.

Major Related Plans and Policies

Capital Improvements / Replacement Plan in place to replace existing touchpad meters.

DEPARTMENT OF PUBLIC WORKS

WATER AND SEWER DIVISION



DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing****INDEX: 304200, 304300, 306220, 306230, 306240****ORIGIN/PURPOSE:**

The Wastewater Processing section of the Bureau of W & S Operations is responsible for the treatment of industrial and domestic wastewater originating from the 42,600 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 protects 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 about 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 '11 - '12 GOAL:

2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	4,679,984	4,736,513	4,783,547	5,183,302	5,183,302
20	CONTRACTUAL SERVICES	3,854,984	4,094,017	3,721,540	3,924,317	3,924,317
30	SUPPLIES & MATERIALS	808,079	943,435	1,078,406	1,012,110	1,012,110
40	BUSINESS & TRAVEL	180,146	191,243	193,737	183,112	183,112
50	CAPITAL OUTLAY	322,394	261,712	208,600	328,747	328,747
70	MISCELLANEOUS	28,166	28,866	31,200	29,200	29,200
80	INTER-GOVERNMENTAL/INTER-FUND	135,422	126,868	218,504	0	0
	GRAND TOTAL	10,009,175	10,382,654	10,235,534	10,660,788	10,660,788
<u>FUNDING SOURCE:</u>						
51	WATER & SEWER OPERATING	10,009,175	10,382,654	10,235,534	10,660,788	10,660,788
<u>SUMMARY BY DIVISION:</u>						
304200	INDUSTRIAL WASTE MANAGEMENT	181,021	182,795	137,895	163,995	163,995
304300	JOPPATOWNE SEWERAGE TREATMENT PLANT	563,551	669,551	626,953	716,684	716,684
306220	SEWER O & M PUMP / METER STATIONS	2,359,965	2,339,144	2,254,042	2,347,584	2,347,584
306230	SEWER O & M SOD RUN	6,798,425	7,086,464	7,109,626	7,316,283	7,316,283
306240	SEWER O & M SPRING MEADOW	106,213	104,700	107,018	116,242	116,242
	GRAND TOTAL	10,009,175	10,382,654	10,235,534	10,660,788	10,660,788

DEPARTMENT: PUBLIC WORKS - WATER AND SEWER**DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing****INDEX: 304200, 304300, 306220, 306230, 306240****FINANCIAL NOTES:**

The \$425,254 net increase in funding for Water and Sewer - Bureau of Water & Sewer Operations - Wastewater Processing is the result of:

	FY 11	FY 12	CHANGE	
o	3,150,965	3,158,048	7,083	Full Time Salaries
			5,483	Salary adjustments based on the recommendations of the Department of Human Resources
			1,600	Staff Turnover .05%
			<u>7,083</u>	
o		150,462	150,462	Additional funds provided for a 27th pay which will occur in FY 12
o	258,380	416,564	158,184	Pension/Retirement rate adjustments
o	123,371	89,266	(34,105)	Workers' Compensation rate adjustments
o	668,742	786,547	117,805	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	264,273	264,709	436	FICA adjustments
o	68,450	63,450	(5,000)	Telephone Service - decrease due to County-wide Share Plan
o	60,000	60,000	0	Engineering Services - funding to continue engineering consult and service contract for electronic process control and Supervisory Control and Data Acquisition (SCADA)system
o	13,600	11,900	(1,700)	Uniform Rental - decrease due to lower contract for uniform rental and laundry services
o	3,980	5,680	1,700	Communication Service - maintenance contract for mobile radio service increases
o	33,500	35,700	2,200	Grounds Maintenance - increase based on mowing contracts
o	3,500	3,900	400	Ice and Bottled Water - increase for bottled water contract
o	606,000	531,000	(75,000)	Chemicals in Bulk - decrease due to lower usage projections
o	50,000	50,000	0	Unanticipated Maintenance - contingency for unexpected emergencies
o	123,880	148,600	24,720	Operating Equipment - various service contracts (primarily chlorine system and grit/grease removal) increase based on actual contract costs
o	3,002	2,502	(500)	Membership Fees & Dues - cost containment, only one membership in each organization for each workgroup due to the state of the economy
o	4,850	1,550	(3,300)	Training Seminars & Courses - decrease due to the state of the economy, limited to training required for mandatory MDE license renewals

DEPARTMENT: PUBLIC WORKS**DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing****INDEX: 304200, 304300, 306220, 306230, 306240****FINANCIAL NOTES:**

FY 11 FY 12 CHANGE

o 486,400 693,500 207,100 Facility Repair & Renovation - increase based on actual expenses:

Index	FY 11	FY 12	Change	Explanation
Pump Meter Stations	150,000	162,000	12,000	normal repairs
Sod Run	298,400	430,000	131,600	normal repairs and rebuild 400 HP blowers
Spring Meadows	3,000	1,500	(1,500)	normal repairs, replace grating and handrails on outdoor surge tank and rebuild shredder pump
Joppatowne Sewer Treatment Plant	35,000	100,000	65,000	plant outfall line maintenance and rebuild plant's mechanical bar screen
TOTALS	486,400	693,500	207,100	

o 2,554,325 2,533,882 (20,443) Line items significantly adjusted, based on actual expense history:

FY 11	FY 12	Change	
6,450	5,660	(790)	Office Equipment
2,800	6,700	3,900	Vehicle & Operating Equipment
1,881,000	1,860,500	(20,500)	Electricity
72,100	63,000	(9,100)	Heating Fuel (Oil)
17,500	18,247	747	Building/Custodial Services
16,000	20,000	4,000	Other Contractual Services - (tipping fee for landfill disposal of grit)
9,050	9,900	850	Delivery Charges
295,700	303,100	7,400	Equipment Repairs Parts
28,500	31,250	2,750	Laboratory Supplies
25,200	22,800	(2,400)	Safety Equipment
6,500	10,500	4,000	Diesel Fuel
10,525	5,425	(5,100)	Oil & Lubricants
63,000	68,000	5,000	County Owned Vehicles
81,500	71,000	(10,500)	Fuel Charges
38,500	37,800	(700)	Non-Targeted FVS Contract
<u>2,554,325</u>	<u>2,533,882</u>	<u>(20,443)</u>	

DEPARTMENT: PUBLIC WORKS

DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing

INDEX: 304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	932,000	927,300	(4,700) Other Professional Services:

Index	FY 11	FY 12	Change	Explanation
Industrial Waste Management	3,000	3,000	0	lab analysis for MDE compliance
Joppatowne Sewer Treatment Plant	8,700	8,000	(700)	NPDES monitoring and BNR testing, emergency pump outs at plants and transport of lab samples for analysis
Pump Meter Stations	20,000	16,000	(4,000)	emergency pumping and cleanout of sewers in Southwest Facilities per actuals
Sod Run	899,000	899,000	0	25,000 lab services per MPDES compliance 5,800 scale fees for weighing biosolids hauling trucks 74,400 contract to pump out lagoon @ \$.093/gallon 698,800 the contract for handling biosolids 95,000 landfill disposal as needed @ \$95/ton
Spring Meadows	1,300	1,300	0	emergency pumping and lab analysis for NPDES per actuals
TOTALS	932,000	927,300	(4,700)	

o	31,200	29,200	(2,000) Payments to Other Government Agencies - sludge generation fees for:

	FY 11	FY 12	Change	
Joppatowne	12,000	10,000	(2,000)	sludge generation fee paid to
Sod Run	19,000	19,000	0	MDE per actuals
Spring Meadows	200	200	0	
	<u>31,200</u>	<u>29,200</u>	<u>(2,000)</u>	

o	83,000	0	(83,000) Other Intergovernmental - sewer fee for Swan Creek to Aberdeen WWTP not required in FY 12 as Treasury has instituted a new process for paying these charges out of revenues

DEPARTMENT: PUBLIC WORKS

DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing

INDEX: 304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE			
o	208,600	328,747	120,147	Equipment:		
				W & S Plant Improvements	31,097	Pumps 82,500
				Electronic Process Control	33,000	Sweepers 24,000
				Electric Heater	750	Laboratory Equip 20,000
				Air Compressor	6,500	Other Equipment 98,000
				Blowers	2,900	Tower, Antenna 30,000
o	135,504	0	(135,504)	Fleet Management Rental - funding reallocated to new Fleet Replacement/Additions capital project		

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos.

304200

304300

306220

306230

306240

DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WASTEWATER PROCESSING

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	94,951	2.00	94,951	2.00	94,951
Assistant Superintendent	1.00	87,998	2.90	251,974	2.90	251,974
Central Stores Manager	1.00	41,513	1.00	41,513	1.00	41,513
Chemist	0.50	28,630	0.50	28,630	0.50	28,630
Chief, Water & Sewer (Operations)	0.70	83,256	0.70	82,418	0.70	84,019
Computer System Engineer II	1.00	74,535	0.00	0	0.00	0
Computer System Engineer III	0.00	0	1.00	74,535	1.00	74,535
Electrician W & S Operations	0.70	40,835	1.00	44,322	1.00	44,322
Instrumentation Technician	1.00	56,136	1.00	56,136	1.00	56,136
Laboratory Assistant	1.00	33,622	1.00	42,760	0.00	0
Laboratory Technician	2.80	132,866	2.80	132,456	3.80	176,499 A
Management Assistant II	1.00	84,703	1.00	84,703	1.00	84,703
Plant Operations Manager	2.00	148,423	2.00	162,651	2.00	162,651
Plant Operator (Water/Wastewater)	6.00	283,791	6.00	283,791	7.00	321,091 B
Plant Operator Trainee I (Water/Wastewater)	5.00	139,875	2.00	56,588	2.00	56,588
Plant Operator Trainee II (Water/Wastewater)	3.00	100,821	6.00	200,121	5.00	167,021
Plant Superintendent W & S	0.00	0	1.85	173,948	1.85	173,947
Plant Superintendent W & S Facilities Maintenance	0.85	83,309	0.00	0	0.00	0
Plant Superintendent Water/Wastewater Operator	1.00	110,991	0.00	0	0.00	0
Pretreatment Inspector	1.00	67,857	1.00	43,900	1.00	43,900
Process Engineer	1.00	74,353	1.00	74,353	1.00	74,353
Senior Electrician Water & Sewer	0.00	0	0.70	40,835	0.70	40,835
Senior Instrumentation Technician	0.70	43,328	0.70	43,328	0.70	43,328
Senior Plant Operator	7.00	421,510	6.00	359,616	6.00	359,616
Senior W/WW Facility Mechanic	1.85	103,528	1.85	103,527	1.85	103,527
Shift Supervisor/Plant Operations	3.00	186,837	3.00	197,789	3.00	197,789
Superintendent of Laboratories	0.90	58,868	0.90	58,868	0.90	58,868
Water & Sewer Maintenance Supervisor	1.90	163,976	0.00	0	0.00	0

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos.

304200

304300

306220

306230

306240

DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WASTEWATER PROCESSING

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Water & Sewer Utility Worker III (Non Certified)	2.00	70,443	2.00	72,243	2.00	72,243
Water/Wastewater Facility Mechanic Trainee	1.85	79,011	0.00	0	0.00	0
Water/Wastewater Facility Mechanic	5.00	260,901	6.85	345,009	6.85	345,009
TOTAL FULL-TIME SALARIES	56.75	3,156,867	56.75	3,150,965	56.75	3,158,048
TEMPORARY SALARIES		46,302		46,301		46,301
SALARY TOTAL	56.75	3,203,169	56.75	3,197,266	56.75	3,204,349
OTHER PERSONAL SERVICES						
Pension & Retirement		313,402		258,380		416,564
Workers' Compensation		132,156		123,371		89,266
Health Benefits		668,912		668,742		786,547
Overtime & Shift Differential		265,200		263,500		263,390
FICA		264,544		264,273		264,709
Miscellaneous		8,015		8,015		8,015
TOTAL OTHER PERSONAL SERVICES		1,652,229		1,586,281		1,828,491
TOTAL 27TH PAY COST		0		0		150,462
TOTAL FURLOUGH SAVINGS		(64,445)		0		0
TOTAL PERSONAL SERVICES	56.75	4,790,953 *	56.75	4,783,547	56.75	5,183,302

*** FY 10 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Laboratory Assistant position upgraded to a Laboratory Technician - #2528

B - One (1) Plant Operator Trainee II position upgraded to a Plant Operator (Water/Wastewater) - #1113

DPW - WATER & SEWER - WASTEWATER PROCESSING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide responsive, timely, economical and friendly service to our customers.

Department Objective

To manage the wastewater treatment system so that changes in treatment cost are in line with changes in the Producer Price Index (PPI - US Bureau of Labor Statistics).

County Goal(s) Supported

III. Efficient County Government

V. Environmental Stewardship

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Expenditures for wastewater treatment	\$7,545,549	\$7,468,189	\$7,860,705	\$7,843,597	\$8,143,124
Producer Price Index	172.54	174.41	176.55	185.18	190.00
<u>Output:</u>					
Wastewater Treatment Plant Capacity	20.96	20.96	20.96	20.96	20.96
<u>Efficiency:</u>					
Cost per million gallons of treatment capacity	\$359,998	\$356,307	\$375,034	\$374,217	\$388,508
<u>Service Quality:</u>					
Percentage removed beyond permit					
Total Suspended Solids (TSS)	90%	81%	87%	85%	83%
Biological Oxygen Demand (BOD)	90%	80%	85%	85%	83%
Total Phosphorus (TP)	79%	52%	76%	75%	72%
Total Nitrogen (TKN)	36%	27%	23%	20%	18%
<u>Outcome:</u>					
Percent change in treatment cost from previous year (2005 cost = \$6,084,919)	15%	-1%	5%	0%	4%
Percent change in PPI from previous year (2005 PPI = 151.7)	6%	1%	1%	5%	3%

Explanation and Analysis of Performance Measures

Wastewater Processing seeks to maintain service costs that grow at a slower rate than the PPI while providing Harford County rate payers and customers with a quality service at a reasonable price.

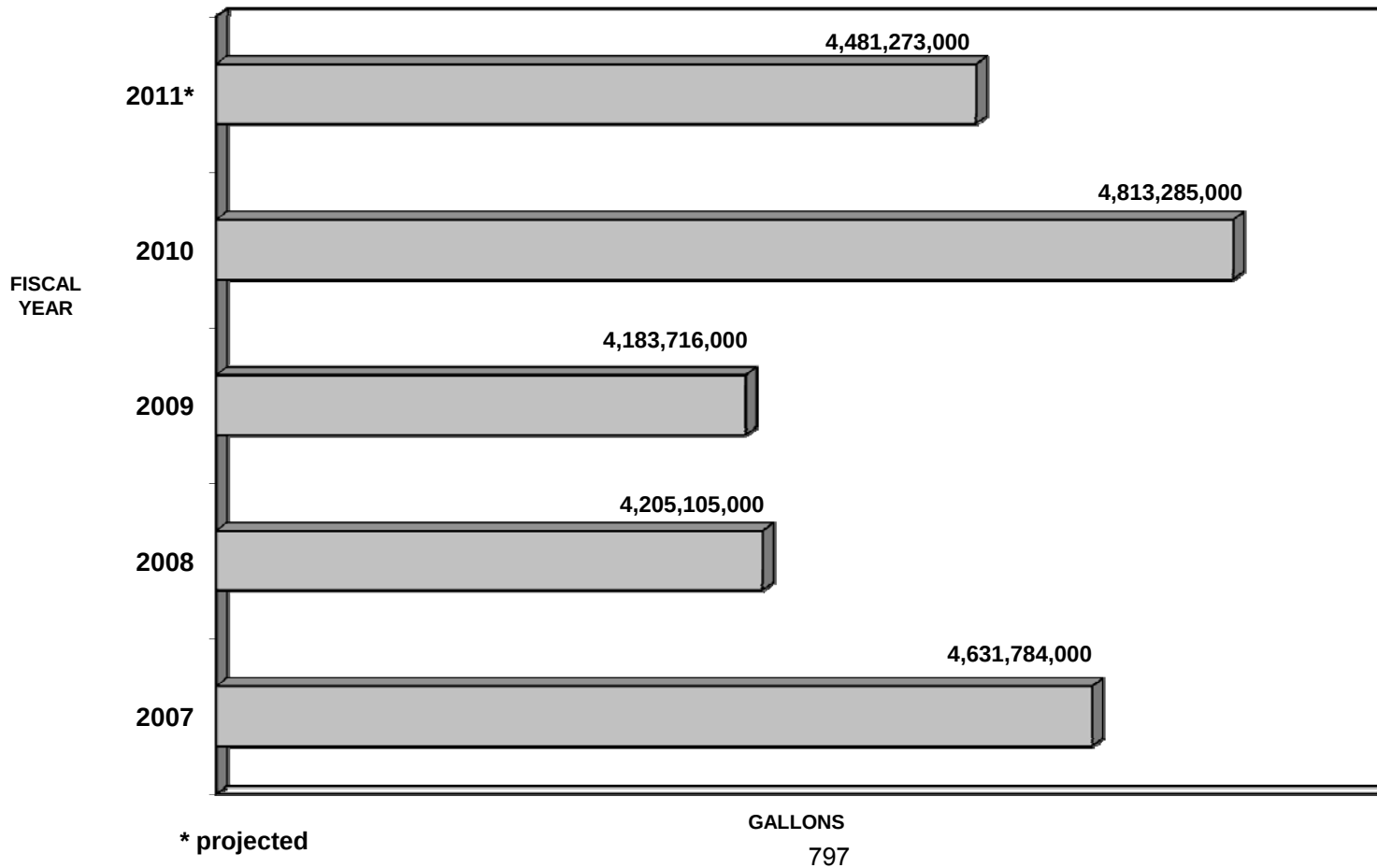
Major Related Plans and Policies

Upgrades and improvements to plants and treatment processes occur on an on-going basis.

Water & Sewer

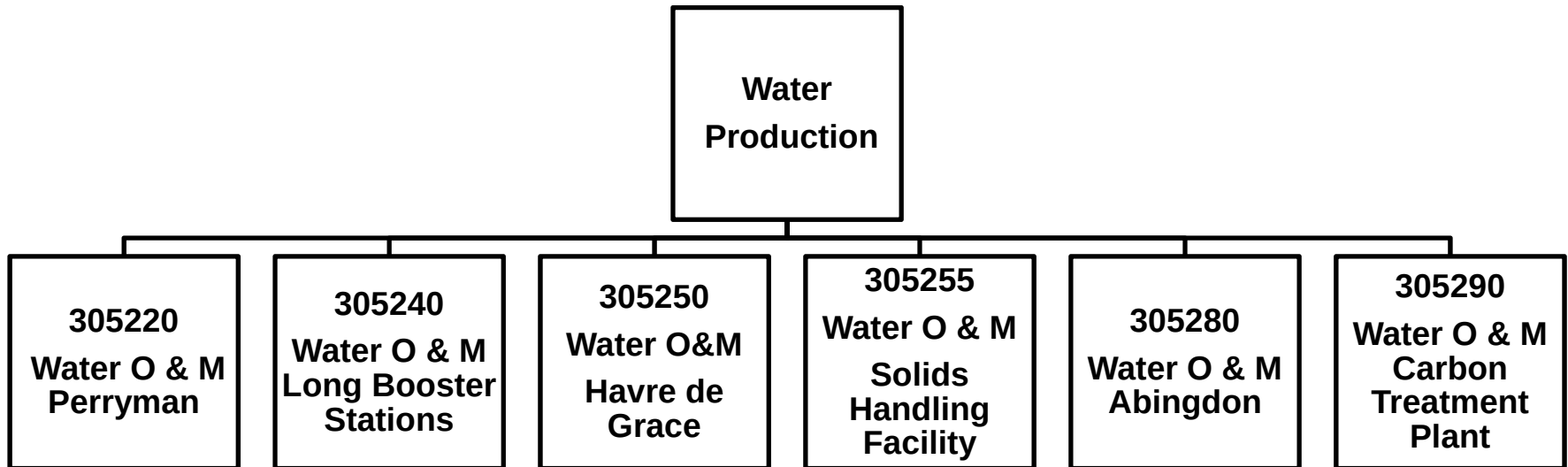
Sod Run Wastewater Treatment Plant

Total Gallons of Treated Flow



DEPARTMENT OF PUBLIC WORKS

WATER AND SEWER DIVISION



DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****ORIGIN/PURPOSE:**

The Water Production Section of the Bureau of W & S Operations provides safe and potable water to over 42,600 customer connections (estimated over 100,000 people) on the County's water system. The section utilizes three County-owned treatment plants, 12 booster stations and 13 water towers to process and deliver water. The County also can provide water, through appropriate agreements, to the other smaller utilities as required. The County also purchases water from the City of Havre de Grace through an intergovernmental agreement. 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. The Abingdon plant began construction to expand the capacity of the plant in early 2009 with an expected completion in 2011.

FY '11 - '12 GOAL:

3 TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	2,652,555	2,743,972	2,690,261	2,867,604	2,867,604
20	CONTRACTUAL SERVICES	1,805,953	1,879,920	2,386,636	2,424,222	2,424,222
30	SUPPLIES & MATERIALS	593,654	685,559	1,066,820	979,375	979,375
40	BUSINESS & TRAVEL	32,178	28,820	26,250	30,380	30,380
50	CAPITAL OUTLAY	96,999	104,374	73,100	152,250	152,250
80	INTER-GOVERNMENTAL/INTER-FUND	576,000	672,000	780,000	780,000	780,000
	GRAND TOTAL	5,757,339	6,114,645	7,023,067	7,233,831	7,233,831
	<u>FUNDING SOURCE:</u>					
51	WATER & SEWER OPERATING	5,757,339	6,114,645	7,023,067	7,233,831	7,233,831
	<u>SUMMARY BY DIVISION:</u>					
305220	WATER O & M PERRYMAN	808,596	787,755	876,133	867,039	867,039
305240	WATER O & M LONG BOOSTER STATIONS	422,061	479,138	481,017	480,478	480,478
305250	WATER O & M HAVRE DE GRACE	993,560	1,190,539	1,433,924	1,413,000	1,413,000
305255	WATER O & M SOLIDS HANDLING FACILITY	0	0	0	21,300	21,300
305280	WATER O & M ABINGDON	3,521,296	3,635,816	4,223,978	4,441,499	4,441,499
305290	WATER O & M CARBON TREATMENT PLANT	11,826	21,397	8,015	10,515	10,515
	GRAND TOTAL	5,757,339	6,114,645	7,023,067	7,233,831	7,233,831

DEPARTMENT: PUBLIC WORKS - WATER AND SEWER**DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****FINANCIAL NOTES:**

The \$210,764 net increase in funding for Water and Sewer - Bureau of Water & Sewer Operations - Water Production is the result of:

	FY 11	FY 12	CHANGE	
o	1,824,977	1,739,510	(85,467)	Full Time Salaries
			13,479	Salary adjustments based on the recommendations of the Department of Human Resources
			(98,946)	Staff Turnover (5.42%)
			<u>(85,467)</u>	
o		35,382	35,382	The net result to this division for staff transfers between Water & Sewer divisions:
			# of Positions	Salary
			1.00	27,500
			Fringe	Total
			7,882	35,382
				Permits Clerk transferred from Water Engineering and reclassified as a Plant Operator Trainee I
o		84,596	84,596	Additional funds provided for a 27th pay which will occur in FY 12
o	149,648	228,634	78,986	Pension/Retirement rate adjustments
o	70,508	49,232	(21,276)	Workers' Compensation rate adjustment
o	329,589	416,090	86,501	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	29,150	33,550	4,400	Shift Differential - adjusted based on actual expense history
o	151,155	145,376	(5,779)	FICA adjustment
o	21,300	19,500	(1,800)	Telephone Service - decrease due to County-wide Share Plan
o	300,000	300,000	0	Annual Capital Service - annual charge by Baltimore City to reimburse the City for their Capital expenses to improve and maintain water service to Harford County

DEPARTMENT: PUBLIC WORKS**DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	30,000	30,000	0 Unanticipated Maintenance - contingency for unexpected emergencies in the water plant and distribution system
o	295,050	435,250	140,200 County Facility Repair & Renovation - routine repairs, replacements and repairs to chlorinator, pumps, filters, water heaters, painting and gutters, etc. based on actuals:

Index	FY 11	FY 12	Change
Perryman	18,250	17,450	(800)
Booster Station	64,700	64,700	0
Havre de Grace	74,500	193,000	118,500
Abingdon	137,500	160,000	22,500
Carbon Treatment Plant	100	100	0
TOTALS	295,050	435,250	140,200

o	108,350	85,850	(22,500) Other Professional Services - decrease based on actual expense history:

Index	FY 11	FY 12	Change	Explanation
Perryman	25,000	26,000	1,000	contract lab services for monitoring drinking water quality
Booster Station	950	850	(100)	contract lab services for monitoring drinking water quality
Havre de Grace	43,400	15,000	(28,400)	transporting plant residuals to the Sod Run Lagoon and lab service
Abingdon	39,000	38,000	(1,000)	contract lab testing of water samples
Solids Handling Facility	0	6,000	6,000	new solids facility
TOTALS	108,350	85,850	(22,500)	

DEPARTMENT: PUBLIC WORKS - WATER AND SEWER**DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	185,000	180,000	(5,000) Utility Water & Sewer Purchase - raw water purchased from Baltimore City delivered through the Big Inch and monthly payments to the City of Havre de Grace for treating recycled water from Harford County's water plant decreased based on actuals
o	2,284,766	2,183,392	(101,374) Line items significantly adjusted, based on actual expense history and the state of the economy:

	FY 11	FY 12	Change	
	1,350,000	1,286,000	(64,000)	Electricity
	29,800	31,300	1,500	Heating Fuel (Oil)
	43,466	33,638	(9,828)	Operating Equipment
	6,900	5,954	(946)	Building/Custodial Services
	843,000	811,000	(32,000)	Chemicals in Bulk
	1,600	900	(700)	Oil & Lubricants
	8,000	14,000	6,000	Fuel Charges
	2,000	600	(1,400)	Non-Targeted Charges - FVS
	<u>2,284,766</u>	<u>2,183,392</u>	<u>(101,374)</u>	

o	131,200	76,200	(55,000) Equipment Repair Parts - decrease based on actual expense history:

Index	FY 11	FY 12	Change
Perryman	10,000	10,000	0
Booster Station	12,000	16,000	4,000
Havre de Grace	65,000	15,000	(50,000)
Solids Handling Facility	0	5,000	5,000
Abingdon	44,000	30,000	(14,000)
Carbon Treatment Plant	200	200	0
TOTALS	131,200	76,200	(55,000)

new solids handling facility

DEPARTMENT: PUBLIC WORKS - WATER AND SEWER

DIVISION: Bureau of Water & Sewer Operations - Water Production

INDEX: 305220, 305240, 305250, 305255, 305280, 305290

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	73,100	152,250	79,150	Equipment :
				W & S Wells and Well Development 35,000 Pumps 18,650
				Electronic Process Control 15,000 Flow Meters 1,900
				Electric Heaters 4,650 Laboratory Equip 9,400
				Air Conditioners 1,500 Other Equipment 66,150
o	780,000	780,000	0	Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1 MGD of water from the City. FY 12 payment will be \$65,000/month.

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos.

305220

305250

305240

305280

DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WATER PRODUCTION

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	45,367	1.00	45,367	1.00	45,367
Assistant Superintendent	1.00	87,999	1.10	96,807	1.10	96,807
Central Stores Coordinator	1.00	37,795	0.00	0	0.00	0
Central Stores Manager	0.00	0	1.00	39,900	1.00	39,900
Chemist	0.50	28,630	0.50	28,630	0.50	28,630
Chief Water & Sewer	0.30	35,681	0.30	35,322	0.30	36,008
Computer System Engineer II	1.00	71,673	0.00	0	0.00	0
Computer System Engineer III	0.00	0	1.00	71,673	1.00	71,673
Electrician	0.30	17,500	0.00	0	0.00	0
Laboratory Assistant	1.00	33,622	0.00	0	0.00	0
Laboratory Technician	0.20	10,284	1.20	50,184	1.20	50,184
Plant Operator W/WWP	11.00	528,302	11.00	522,842	11.00	511,210 A
Plant Operator Trainee I W/WWP	2.00	55,000	2.00	55,000	3.00	82,501 B
Plant Operator Trainee II W/WWP	2.00	67,244	2.00	67,244	2.00	66,722 C
Plant Superintendent W & S	0.15	14,702	1.15	129,014	1.15	92,486
Plant Superintendent Water/Wastewater Operations	1.00	114,312	0.00	0	0.00	0
Process Engineer	1.00	86,167	1.00	86,167	1.00	86,167
Senior Electrician W & S	0.00	0	0.30	17,500	0.30	17,500
Senior Instrumentation Technician	0.30	18,569	0.30	18,569	0.30	18,569
Senior Laboratory Technician	1.00	47,400	1.00	47,400	1.00	47,400
Senior Plant Operator	2.00	137,941	2.00	137,941	2.00	96,268
Senior W/WW Facility Mechanic	1.15	67,980	1.15	67,980	1.15	67,980
Shift Supervisor/Plant Operations	3.00	195,001	3.00	195,001	3.00	195,002
Superintendent of Laboratories	0.10	6,541	0.10	6,541	0.10	6,541
Water & Sewer Maintenance Supervisor	0.10	8,808	0.00	0	0.00	0
Water/Wastewater Facility Mechanic	1.00	67,200	1.15	72,795	2.15	110,095 D
Water/Wastewater Facility Mechanic Trainee	1.15	38,065	1.00	33,100	0.00	0
TOTAL FULL-TIME SALARIES	33.25	1,821,783	33.25	1,824,977	34.25	1,767,010
TEMPORARY SALARIES		19,209		19,209		19,209
SALARY TOTAL	33.25	1,840,992	33.25	1,844,186	34.25	1,786,219

DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos. 305220

305240

305250

DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WATER PRODUCTION

305280

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		177,040		149,648		232,209
Workers' Compensation		75,249		70,508		50,095
Health Benefits		346,375		329,589		417,290
Overtime & Shift Differential		149,150		140,450		144,850
FICA		151,554		151,155		147,480
Miscellaneous		4,725		4,725		4,865
TOTAL OTHER PERSONAL SERVICES		904,093		846,075		996,789
TOTAL 27TH PAY COST		0		0		84,596
TOTAL FURLOUGH SAVINGS		(38,112)		0		0
TOTAL PERSONAL SERVICES	33.25	2,706,973 *	33.25	2,690,261	34.25	2,867,604

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Plant Operator Trainee II position upgraded to a Plant Operator W/WWP - #1936

B - One vacant Plant Operator position filled as a Plant Operator Trainee I - #1089

One Permits Clerk position transferred from Water & Sewer Engineering and reclassified as a Plant Operator Trainee I - #1018

C - One (1) Plant Operator Trainee I position upgraded to a Plant Operator Trainee II - #0523

D - One (1) Water/Wastewater Facility Mechanic Trainee position upgraded to a Water/Wastewater Facility Mechanic - #1935

DPW - WATER & SEWER - WATER PRODUCTION OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide clean, affordable water to our customers.

Department Objective

To significantly outperform federal and state water quality standards.

County Goal(s) Supported

III. Efficient County Government

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Expenditures for water production	\$6,146,982	\$5,757,339	\$6,114,643	\$7,048,067	\$6,969,951
Full-time staff assigned	33.25	33.25	33.25	34.25	34.00
<u>Output:</u>					
Millions of gallons of water produced	4,122	4,017	4,233	4,325	4,600
<u>Efficiency:</u>					
Cost per million gallons produced	\$1,491	\$1,433	\$1,445	\$1,630	\$1,515
<u>Service Quality:</u>					
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
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
<u>Outcome:</u>					
Average water turbidity	0.048 ntu	0.048 ntu	0.050 ntu	0.050 ntu	0.050 ntu
Number of days when turbidity failed to meet standard	0	0	0	0	0
Average chlorine level	1.8mg/l	1.7 mg/l	1.8 mg/l	1.7 mg/l	1.7 mg/l
Number of days when chlorine content failed to meet standard	0	0	0	0	0

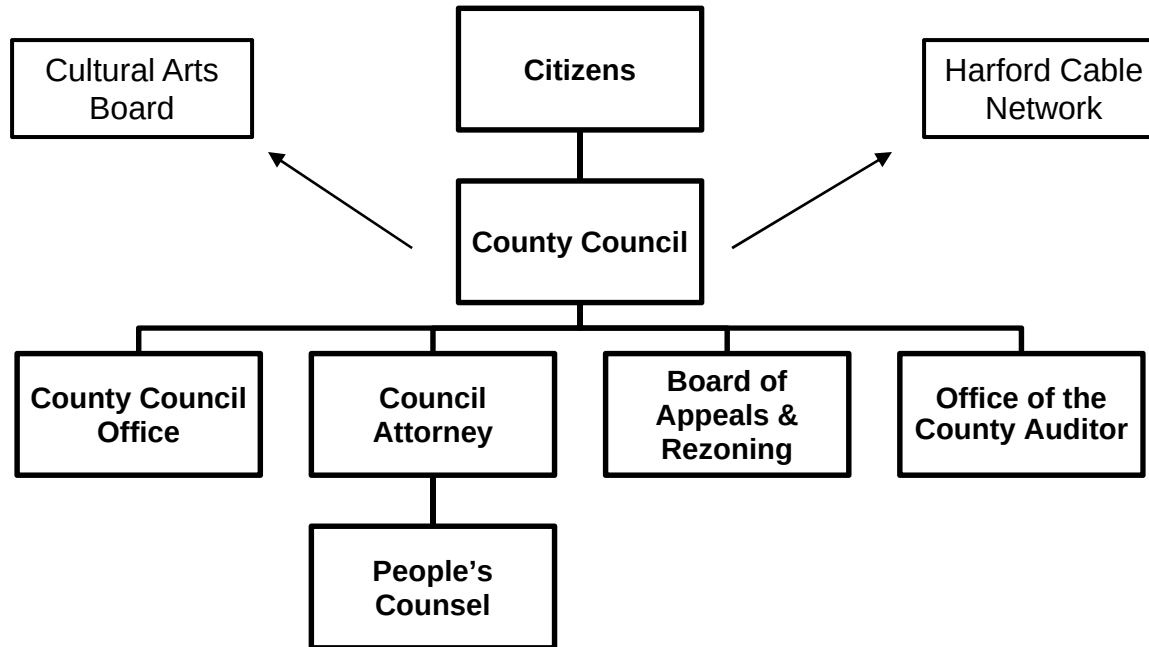
Explanation and Analysis of Performance Measures

Turbidity is a measure of the "cloudiness" or level of suspended matter in a sample of water. Turbidity is measured in Nephelometric Turbidity Units. 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.

Major Related Plans and Policies

Upgrades and improvements to plants and treatment processes occur on an on-going basis.

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 Board of Appeals. The Council has oversight of the Zoning Hearing Examiners, People's Counsel, People's Counsel Citizens Advisory Board, Harford Cable Network, and Cultural Arts Board.

The County Council Department consists of six divisions: Council Office, Board of Appeals and Rezoning, People's Counsel, Harford Cable Network, Cultural Arts Board and Office of 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 '11 - '12 KEY GOALS:

- 1 TO ADHERE TO CHARTER AND CODE REQUIREMENTS IN THE OPERATION OF THE DEPARTMENT AND ITS DIVISIONS
- 2 TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS ABOUT THE COUNCIL AND ITS DIVISIONS
- 3 TO EFFICIENTLY PROVIDE STAFF SUPPORT AND RESOURCES FOR ASSISTANCE TO COUNCIL MEMBERS, CONTRACTUAL STAFF, DIVISIONS AND THE PUBLIC
- 4 TO ENHANCE THE USE OF TECHNOLOGY IN ORDER TO BE MORE EFFICIENT AND COST EFFECTIVE
- 5 TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

COUNTY COUNCIL

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,450,799	1,459,894	1,470,374	1,819,173	1,819,173
20	CONTRACTUAL SERVICES	527,621	470,354	606,205	603,972	603,972
30	SUPPLIES & MATERIALS	51,515	24,901	39,594	42,394	42,394
40	BUSINESS & TRAVEL	27,100	24,088	31,283	32,933	32,933
50	CAPITAL OUTLAY	5,024	3,427	0	23,881	23,881
70	MISCELLANEOUS	22,945	15,000	21,613	15,000	15,000
	GRAND TOTAL	<u>2,085,004</u>	<u>1,997,664</u>	<u>2,169,069</u>	<u>2,537,353</u>	<u>2,537,353</u>

SUMMARY BY FUND:

11	GENERAL	<u>2,085,004</u>	<u>1,997,664</u>	<u>2,169,069</u>	<u>2,537,353</u>	<u>2,537,353</u>
	GRAND TOTAL	<u>2,085,004</u>	<u>1,997,664</u>	<u>2,169,069</u>	<u>2,537,353</u>	<u>2,537,353</u>

SUMMARY BY DIVISION:

401000	COUNTY COUNCIL OFFICE	1,122,329	1,121,367	1,181,350	1,248,575	1,248,575
402000	OFFICE OF COUNTY AUDITOR	0	0	0	254,619	254,619
404000	BOARD OF APPEALS & REZONING	137,391	124,431	170,134	178,086	178,086
405000	PEOPLE'S COUNSEL	45,397	13,995	64,510	64,510	64,510
406000	HARFORD CABLE NETWORK	683,116	639,448	653,869	685,118	685,118
407000	CULTURAL ARTS BOARD	96,771	98,423	99,206	106,445	106,445
	GRAND TOTAL	<u>2,085,004</u>	<u>1,997,664</u>	<u>2,169,069</u>	<u>2,537,353</u>	<u>2,537,353</u>

COUNTY COUNCIL

FINANCIAL NOTES:

The \$368,284 net increase in funding for County Council is the result of:

	FY 11	FY 12	CHANGE	
o	1,006,531	1,014,312	7,781	Full Time Salaries:
			1,168	Salary adjustment based on recommendation from the Department of Human Resources
			6,613	Salary offset - FY 11 legislative salary increase for County Council
			<u>7,781</u>	
o		133,068	133,068	A previously unfunded position within the County Council Office transferred to the newly created Office of County Auditor and funded for FY 12:
			# of Positions	Salary
			1.0	95,000
				Fringes
				38,068
				Total
				133,068
				County Auditor
o		88,353	88,353	Positions created for Office of County Auditor:
			# of Positions	Salary
			1.0	58,000
			1.0	0
			2.0	58,000
				Fringes
				30,353
				0
				30,353
				Total
				88,353
				0
				88,353
				Administrative Specialist I
				Auditor I (unfunded for FY 12)
o		56,385	56,385	Additional funds provided for a 27th pay which will occur in FY 12
o	84,417	133,983	49,566	Pension/Retirement rate adjustments
o	17,335	12,531	(4,804)	Worker's Compensation rate adjustment
o	225,526	244,027	18,501	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in their level of coverage

COUNTY COUNCIL

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o		26,098	26,098	Funding for operating cost for the new Office of County Auditor division:
				4,000 Office Equipment
				2,000 Telephone Service
				300 Fax Service
				2,000 General Office Supplies
				500 Printing-Commercial
				100 General Office Mailing
				200 Computer Supplies
				200 Mileage
				50 Parking and Tolls
				250 Professional Books
				400 Membership Fees & Dues
				750 Training Seminars, Courses
				<u>15,348</u> Equipment - personal computers, printer, calculators workstations, chairs
				<u>26,098</u> and file cabinets
o	276,957	276,957	0	Line items reallocated per the County Council's request:
				FY 11 FY 12 Change
				57,500 53,315 (4,185) Legal Notice
				7,615 11,800 4,185 Data Processing Software-Maintenance
				199,734 191,201 (8,533) Other Professional Services
				0 8,533 8,533 Audio Visual Supplies
				8,608 8,458 (150) Mileage
				<u>3,500</u> <u>3,650</u> <u>150</u> Training Seminars, Courses
				<u>276,957</u> <u>276,957</u> <u>0</u>
o	21,613	15,000	(6,613)	Grants and Contributions - adjusted as requested by County Council

DEPARTMENT STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	79,035	2.00	79,035	1.00	40,107
Administrative Assistant II	3.00	128,285	3.00	128,285	4.00	168,381
Administrative Specialist I	0.00	0	0.00	0	1.00	58,000
Auditor I	0.00	0	0.00	0	1.00	0
Broadcast Technician	2.00	66,200	2.00	66,200	2.00	66,200
Council Administrator	1.00	72,687	1.00	72,687	1.00	72,687
Council Auditor	1.00	0	1.00	0	1.00	95,000
Council Members	6.00	205,416	6.00	205,416	6.00	211,008
Executive Director, HCN	1.00	85,314	1.00	85,314	1.00	85,314
Legislative Drafter	1.00	74,455	1.00	74,455	1.00	74,455
Management Analyst	1.00	65,009	1.00	65,009	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	65,009
President of the Council	1.00	37,554	1.00	37,554	1.00	38,575
Producer Manager, HCN	1.00	87,128	1.00	87,128	1.00	87,128
Senior Assistant Council Attorney	1.00	105,448	1.00	105,448	1.00	105,448
TOTAL FULL-TIME SALARIES	21.00	1,006,531	21.00	1,006,531	23.00	1,167,312
PART-TIME SALARIES						
Coordinator, Cultural Arts Board	1.00	51,502	1.00	51,502	1.00	51,502
TOTAL PART-TIME SALARIES	1.00	51,502	1.00	51,502	1.00	51,502
SALARY TOTAL	22.00	1,058,033	22.00	1,058,033	24.00	1,218,814

DEPARTMENT STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		98,490		84,417		153,873
Workers' Compensation		18,345		17,335		12,837
Health Benefits		230,244		225,526		280,267
Overtime		500		500		500
FICA		80,977		81,483		93,277
Miscellaneous		3,080		3,080		3,220
TOTAL OTHER PERSONAL SERVICES		431,636		412,341		543,974
TOTAL COST OF 27TH PAY		0		0		56,385
FURLOUGH SAVINGS		(21,904)		0		0
TOTAL PERSONAL SERVICES	22.00	1,467,765	22.00	1,470,374	24.00	1,819,173

*FY 10 Salaries and Other Personal Services are Enacted not Audited Amounts

DEPARTMENT: COUNTY COUNCIL

DIVISION: 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, Harford Cable Network Board, and Cultural Arts Board.

FY '11 - '12 OBJECTIVES:

- o To legislate on behalf of the citizens of Harford County
- o To comply with all Charter and Code requirements for legislative sessions, public hearings and other Council-related activities
- o To promote effective communications with the citizens in order to keep the public informed about Council issues
- o To improve staff efficiencies and the uses of resources
- o To enhance the use of technology for Council members and staff
- o To provide a smooth transition for the new Council after the General Election

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	908,094	919,810	922,799	996,637	996,637
20	CONTRACTUAL SERVICES	149,501	160,901	205,944	205,944	205,944
30	SUPPLIES & MATERIALS	40,848	18,215	22,425	22,425	22,425
40	BUSINESS & TRAVEL	20,558	19,709	23,569	23,569	23,569
50	CAPITAL OUTLAY	311	2,732	0	0	0
70	MISCELLANEOUS	3,017	0	6,613	0	0
	GRAND TOTAL	<u>1,122,329</u>	<u>1,121,367</u>	<u>1,181,350</u>	<u>1,248,575</u>	<u>1,248,575</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	<u>1,122,329</u>	<u>1,121,367</u>	<u>1,181,350</u>	<u>1,248,575</u>	<u>1,248,575</u>

DEPARTMENT: COUNTY COUNCIL

DIVISION: County Council Office

INDEX: 401000

FINANCIAL NOTES:

The \$67,225 net increase in funding for County Council - County Council Office is the result of:

	FY 11	FY 12	CHANGE	
o	662,773	670,554	7,781	Full-Time Salaries
			1,168	Salary adjustment based on recommendation from the Department of Human Resources
			6,613	Salary offset - FY 11 legislative salary increase for County Council
			<u>7,781</u>	
o	0	0	0	County Auditor position (unfunded in FY 11) transferred to County Council - Office of County Auditor (402000)
o		30,941	30,941	Additional funds provided for a 27th pay which will occur in FY 12
o	52,006	82,600	30,594	Pension/Retirement rate adjustments
o	9,212	6,657	(2,555)	Workers' Compensation rate adjustments
o	145,640	152,768	7,128	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in their level of coverage
o	6,613	0	(6,613)	Grants and Contributions - adjusted as requested by County Council

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL
DIVISION: COUNTY COUNCIL OFFICE

Index No. 401000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	38,928	1.00	38,928	0.00	0
Administrative Assistant II	3.00	128,285	3.00	128,285	4.00	168,381 A
Council Administrator	1.00	72,687	1.00	72,687	1.00	72,687
Council Auditor	1.00	0	1.00	0	0.00	0 B
Council Members	6.00	205,416	6.00	211,008	6.00	211,008
		0		(5,592)		0
Legislative Drafter	1.00	74,455	1.00	74,455	1.00	74,455
President of the Council	1.00	37,554	1.00	38,575	1.00	38,575
		0		(1,021)		0
Senior Assistant Council Attorney	1.00	105,448	1.00	105,448	1.00	105,448
SALARY TOTALS	15.00	662,773	15.00	662,773	14.00	670,554
OTHER PERSONAL SERVICES						
Pension & Retirement		60,466		52,006		82,600
Workers' Compensation		9,642		9,212		6,657
Health Benefits		155,497		145,640		152,768
FICA		50,702		51,208		51,297
Miscellaneous		1,960		1,960		1,820
TOTAL OTHER PERSONAL SERVICES		278,267		260,026		295,142
TOTAL 27TH PAY COST		0		0		30,941
FURLOUGH SAVINGS		(13,721)		0		0
TOTAL PERSONAL SERVICES*	15.00	927,319	15.00	922,799	14.00	996,637

*FY 10 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Administrative Assistant I position upgraded to an Administrative Assistant II - #0509

B - One (1) Council Auditor position transferred to Office of County Auditor - #3414

DEPARTMENT: COUNTY COUNCIL

DIVISION: Office of 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	0	228,521	228,521
20	CONTRACTUAL SERVICES	0	0	0	6,300	6,300
30	SUPPLIES & MATERIALS	0	0	0	2,800	2,800
40	BUSINESS & TRAVEL	0	0	0	1,650	1,650
50	CAPITAL OUTLAY	0	0	0	15,348	15,348
	GRAND TOTAL	0	0	0	254,619	254,619
<u>FUNDING SOURCE:</u>						
11	GENERAL	0	0	0	254,619	254,619

DEPARTMENT: COUNTY COUNCIL

DIVISION: Office of County Auditor

INDEX: 402000

FINANCIAL NOTES:

The \$254,619 net increase in funding for County Council - Office of County Auditor is the result of:

	FY 11	FY 12	CHANGE	
o		133,068	133,068	Position transferred from County Council Office - #401000
				# of Positions Salary Fringes Total
				1.0 95,000 38,068 133,068 County Auditor
o		88,353	88,353	Positions created for FY 12:
				# of Positions Salary Fringes Total
				1.0 58,000 30,353 88,353 Administrative Specialist I
				1.0 0 0 0 Auditor I (unfunded for FY 12)
				<u>2.0</u> <u>58,000</u> <u>30,353</u> <u>88,353</u>
o		7,100	7,100	Additional funds provided for a 27th pay which will occur in FY 12
o		26,098	26,098	Operating Costs for new division:
				4,000 Office Equipment
				2,000 Telephone Service
				300 Fax Service
				2,000 General Office Supplies
				500 Printing-Commercial
				100 General Office Mailing
				200 Computer Supplies
				200 Mileage
				50 Parking and Tolls
				250 Professional Books
				400 Membership Fees & Dues
				750 Training Seminars, Courses
				<u>15,348</u> Equipment - personal computers, printer, calculators, workstations, chairs and file cabinets
				<u>26,098</u>

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL
DIVISION: OFFICE OF COUNTY AUDITOR

Index No. 402000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12		
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES	
Administrative Specialist I	0.00	0	0.00	0	1.00	58,000	A
County Auditor	0.00	0	0.00	0	1.00	95,000	B
Auditor I	0.00	0	0.00	0	1.00	0	C
SALARY TOTAL	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>	<u>3.00</u>	<u>153,000</u>	
OTHER PERSONAL SERVICES							
Pension		0		0		19,890	
Workers' Compensation		0		0		306	
Health Benefits		0		0		36,240	
FICA		0		0		11,705	
Miscellaneous		0		0		280	
TOTAL OTHER PERSONAL SERVICES		<u>0</u>		<u>0</u>		<u>68,421</u>	
TOTAL 27TH PAY COST		<u>0</u>		<u>0</u>		<u>7,100</u>	
TOTAL PERSONAL SERVICES*	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0</u>	<u>3.00</u>	<u>228,521</u>	

*FY 10 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Administrative Specialist I position created for new division - #3556
B - One (1) County Auditor position transferred from County Council Office (401000) - #3414
C - One (1) Auditor I position created for new division and unfunded for FY 12 - #3557

DEPARTMENT: COUNTY COUNCIL

DIVISION: 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 '11 - '12 OBJECTIVES:

- o To comply with all Charter and Code requirements for the Board of Appeals activities
- o To make decisions consistent with land use and zoning laws
- o To continue to schedule, hear, and issue final decisions in zoning cases within a timely manner
- o To promote effective communications with the citizens to keep the public informed of zoning cases
- o To utilize staff, technology, and resources to effectively operate the Zoning Hearing Examiner's Office

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	88,542	88,433	89,024	96,976	96,976
20	CONTRACTUAL SERVICES	47,596	35,017	77,741	77,741	77,741
30	SUPPLIES & MATERIALS	736	406	2,869	2,869	2,869
40	BUSINESS & TRAVEL	517	575	500	500	500
	GRAND TOTAL	137,391	124,431	170,134	178,086	178,086
	<u>FUNDING SOURCE:</u>					
11	GENERAL	137,391	124,431	170,134	178,086	178,086

DEPARTMENT: COUNTY COUNCIL

DIVISION: Board of Appeals and Rezoning

INDEX: 404000

FINANCIAL NOTES:

The \$7,952 net increase in funding for County Council - Board of Appeals and Rezoning is the result of:

	FY 11	FY 12	CHANGE
o		3,018	3,018 Additional funds provided for a 27th pay which will occur in FY 12
o	5,331	8,451	3,120 Pension / Retirement rate adjustments
o	12,851	14,717	1,866 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in their level of coverage

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL
DIVISION: BOARD OF APPEALS AND REZONING

Index No. 404000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Management Analyst	1.00	65,009	1.00	65,009	0.00	0
Management Assistant II	0.00	0	0.00	0	1.00	65,009 A
SALARY TOTAL	1.00	65,009.00	1.00	65,009.00	1.00	65,009.00
OTHER PERSONAL SERVICES						
Pension		6,254		5,331		8,451
Workers' Compensation		195		182		130
Health Benefits		12,670		12,851		14,717
Overtime		500		500		500
FICA		5,011		5,011		5,011
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		24,770		24,015		28,949
TOTAL 27TH PAY COST		0		0		3,018
FURLOUGH SAVINGS		(1,346)		0		0
TOTAL PERSONAL SERVICES	1.00	88,433	1.00	89,024	1.00	96,976

*FY 10 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Management Analyst position reclassified to a Management Assistant II - #0520

DEPARTMENT: COUNTY COUNCIL

DIVISION: People's Counsel

INDEX: 405000

ORIGIN/PURPOSE:

By Charter Section 224 and Bill No. 76-103, the Office of People's Counsel 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 '11 - '12 OBJECTIVES:

- o To comply with all Charter and Code requirements for People's Counsel and Zoning Board of Appeals activities
- o To continue to represent the interests of the public by working closely with the People's Counsel Citizens Advisory Board
- o To utilize staff, technology, and resources to effectively operate the People's Counsel Office

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	45,397	13,990	64,510	64,510	64,510
30	SUPPLIES AND MATERIALS	0	5	0	0	0
	GRAND TOTAL	45,397	13,995	64,510	64,510	64,510
	<u>FUNDING SOURCE:</u>					
11	GENERAL	45,397	13,995	64,510	64,510	64,510

FINANCIAL NOTES:

There is no change in funding for the County Council - People's Counsel for FY 12.

	FY 11	FY 12	CHANGE
o	6,000	6,000	0 Other Professional Services - funded as requested by the County Council
o	58,510	58,510	0 Legal Services - funded as requested by the County Council

DEPARTMENT: COUNTY COUNCIL

DIVISION: 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 '11 - '12 OBJECTIVES:

- o To significantly expand the programming and services provided by HCN, especially local programming
- o To upgrade technical equipment to enhance the quality of HCN programs and make HCN digitally-compatible
- o To continue to work with the HCN Board and the County Council to ensure that the new facility meets the future needs of the growing population for public, education and government information

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	386,625	375,908	381,879	413,128	413,128
20	CONTRACTUAL SERVICES	278,034	254,829	252,710	244,177	244,177
30	SUPPLIES & MATERIALS	8,878	5,218	13,300	13,300	13,300
40	BUSINESS & TRAVEL	4,866	2,798	5,980	5,980	5,980
50	CAPITAL OUTLAY	4,713	695	0	8,533	8,533
	GRAND TOTAL	683,116	639,448	653,869	685,118	685,118
	<u>FUNDING SOURCE:</u>					
11	GENERAL	683,116	639,448	653,869	685,118	685,118

DEPARTMENT: COUNTY COUNCIL

DIVISION: Harford Cable Network (HCN)

INDEX: 406000

FINANCIAL NOTES:

The \$31,249 net increase in funding for County Council - Harford Cable Network (HCN) is the result of:

	FY 11	FY 12	CHANGE	
o		12,935	12,935	Additional funds provided for a 27th pay which will occur in FY 12
o	22,857	36,237	13,380	Pension/Retirement rate adjustments
o	50,452	57,542	7,090	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in their level of coverage
o	7,797	5,641	(2,156)	Workers' Compensation adjustments
o	189,309	180,776	(8,533)	Other Professional Services - funding reallocated to Audio Visual Supplies per County Council request
o	0	8,533	8,533	Equipment - Audio Visual Supplies - funding reallocated from Other Professional Services per County Council request

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL
DIVISION: HARFORD CABLE NETWORK

Index No. 406000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	1.00	40,107	1.00	40,107
Broadcast Technician	2.00	66,200	2.00	66,200	2.00	66,200
Executive Director, HCN	1.00	85,314	1.00	85,314	1.00	85,314
Producer Manager, HCN	1.00	87,128	1.00	87,128	1.00	87,128
SALARY TOTAL	5.00	278,749	5.00	278,749	5.00	278,749
OTHER PERSONAL SERVICES						
Pension		26,816		22,857		36,237
Workers' Compensation		8,353		7,797		5,641
Health Benefits		45,737		50,452		57,542
FICA		21,324		21,324		21,324
Miscellaneous		700		700		700
TOTAL OTHER PERSONAL SERVICES		102,930		103,130		121,444
TOTAL 27TH PAY COST		0		0		12,935
FURLOUGH SAVINGS		(5,771)		0		0
TOTAL PERSONAL SERVICES*	5.00	375,908	5.00	381,879	5.00	413,128

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: COUNTY COUNCIL

DIVISION: Cultural Arts Board (CAB)

INDEX: 407000

ORIGIN/PURPOSE:

The Cultural Arts Board shall apprise the County Council of the areas in which the Council can best serve to aid and strengthen the cultural climate in Harford County. Their further duty is to disseminate to the people of Harford County, the local government's interest in the promulgation of the Arts. In cooperation with the Maryland State Arts Council, the Cultural Arts Board serves to enhance the cultural arts in Harford County, through the granting of State and County funds to local cultural arts organizations. These grants encourage the growth and attainment of the highest artistic excellence in the Arts.

The Cultural Arts Board (CAB) was established and serves under the auspices of the County Council. The CAB, as the County Arts Council, receives a grant from the Maryland State Arts Council.

FY '11 - '12 OBJECTIVES:

- o Promote and sustain the cultural arts in the County through the Community Arts Development grant program
- o Promote and sustain the cultural arts in the County through support of a newsletter, advertising and the County website
- o Promote and sustain the cultural arts in the County through creation of a community cultural arts center

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	67,538	75,743	76,672	83,911	83,911
20	CONTRACTUAL SERVICES	7,093	5,617	5,300	5,300	5,300
30	SUPPLIES & MATERIALS	1,053	1,057	1,000	1,000	1,000
40	BUSINESS & TRAVEL	1,159	1,006	1,234	1,234	1,234
70	MISCELLANEOUS	19,928	15,000	15,000	15,000	15,000
	GRAND TOTAL	96,771	98,423	99,206	106,445	106,445
	<u>FUNDING SOURCE:</u>					
11	GENERAL	96,771	98,423	99,206	106,445	106,445

DEPARTMENT: COUNTY COUNCIL

DIVISION: Cultural Arts Board (CAB)

INDEX: 407000

FINANCIAL NOTES:

The \$7,239 net increase in funding for County Council - Cultural Arts Board (CAB) is the result of:

	FY 11	FY 12	CHANGE
o		2,391	2,391 Additional funds provided for a 27th pay which will occur in FY 12
o	4,223	6,695	2,472 Pension/Retirement rate adjustments
o	16,583	19,000	2,417 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in their level of coverage

DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL
DIVISION: CULTURAL ARTS BOARD

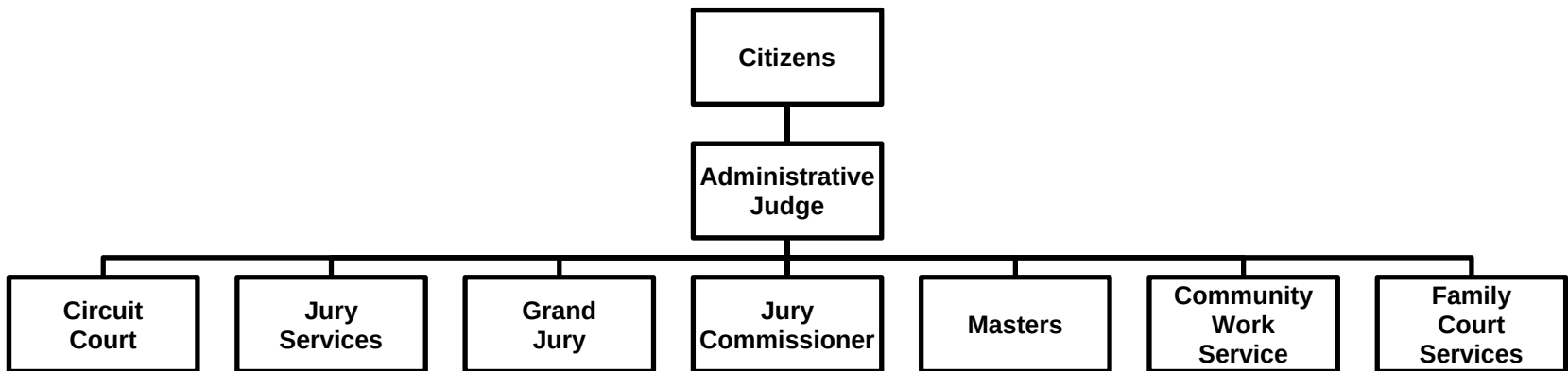
Index No. 407000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES						
Coordinator, Cultural Arts Board	1.00	51,502	1.00	51,502	1.00	51,502
SALARY TOTAL	1.00	51,502	1.00	51,502	1.00	51,502
OTHER PERSONAL SERVICES						
Pension		4,954		4,223		6,695
Workers' Compensation		155		144		103
Health Benefits		16,340		16,583		19,000
FICA		3,940		3,940		3,940
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		25,669		25,170		30,018
TOTAL 27TH PAY COST		0		0		2,391
FURLOUGH SAVINGS		(1,066)		0		0
TOTAL PERSONAL SERVICES*	1.00	76,105	1.00	76,672	1.00	83,911

*FY 10 Salaries and Other Personal Services are Enacted not Audited Amounts

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JUDICIAL



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 11 - 12 KEY GOALS:

- 1 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
- 2 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
- 3 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
- 4 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
- 5 TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE
- 6 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

JUDICIAL

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	2,096,452	2,122,317	2,145,712	2,412,823	2,412,823
20	CONTRACTUAL SERVICES	504,029	440,779	472,780	448,022	448,022
30	SUPPLIES & MATERIALS	56,196	56,763	62,946	61,370	61,370
40	BUSINESS & TRAVEL	15,405	14,741	16,045	16,130	16,130
50	CAPITAL OUTLAY	234	2,465	0	0	0
70	MISCELLANEOUS	75,070	29,827	30,000	31,500	31,500
	GRAND TOTAL	<u>2,747,386</u>	<u>2,666,892</u>	<u>2,727,483</u>	<u>2,969,845</u>	<u>2,969,845</u>
<u>SUMMARY BY FUND:</u>						
11	GENERAL	2,747,386	2,666,892	2,727,483	2,969,845	2,969,845
	GRAND TOTAL	<u>2,747,386</u>	<u>2,666,892</u>	<u>2,727,483</u>	<u>2,969,845</u>	<u>2,969,845</u>
<u>SUMMARY BY DIVISION:</u>						
411000	CIRCUIT COURT	1,263,420	1,226,625	1,270,162	1,425,873	1,425,873
412000	JURY SERVICES	186,744	185,398	177,306	184,100	184,100
413000	GRAND JURY	10,960	11,140	11,000	11,500	11,500
414000	JURY COMMISSIONER	184,367	182,330	170,854	183,555	183,555
415000	MASTERS	261,506	199,212	220,486	217,885	217,885
416000	COMMUNITY WORK SERVICE	320,992	323,753	327,577	363,668	363,668
417000	FAMILY COURT SERVICES	519,397	538,434	550,098	583,264	583,264
	GRAND TOTAL	<u>2,747,386</u>	<u>2,666,892</u>	<u>2,727,483</u>	<u>2,969,845</u>	<u>2,969,845</u>
SUMMARY OF GRANT BUDGETS						<u>30,000</u>

JUDICIAL

FINANCIAL NOTES:

The \$242,362 net increase in funding for Judicial is the result of:

	FY 11	FY 12	CHANGE	
o	1,592,772	1,647,737	54,965	Full-Time Salaries
			(4,035)	Turnover (0.25%)
			15,000	Restore offset for Jury Commissioner and Community Work Service Counselor
			44,000	Offset - Law clerk salary paid by State in FY 11 now paid by County
			<u>54,965</u>	
o		76,463	76,463	Additional funds provided for a 27th pay which will occur in FY 12
o	285,815	341,010	55,195	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	135,446	214,206	78,760	Pension / Retirement rate adjustments
o	4,624	3,295	(1,329)	Workers' Compensation rate adjustments
o	122,995	126,052	3,057	FICA adjustments
o	232,570	208,000	(24,570)	Other Professional Services:

Index	FY 11	FY12	Change	Explanation
Circuit Court	29,000	28,000	(1,000)	Accounting clerk services @ \$28,000 reduction due to state of the economy
Jury Commissioner	20,570	19,000	(1,570)	Clerical assistance due to MVA legislation
Juvenile Master	18,000	0	(18,000)	Juvenile Counseling Programs - eliminated based on actual expense history
Family Court Services	165,000	161,000	(4,000)	Contractual evaluators/Mediators and clerical decrease based on actual expense history
Dept Total	232,570	208,000	(24,570)	

JUDICIAL

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	16,538	17,553	1,015	Office Equipment - increase due to two new copier leases in FY 12
o	13,700	8,300	(5,400)	Telephone Service - decrease due to removal of monthly frame relay charge
o	222,035	232,307	10,272	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	3,590	3,810	220	Fax Service
	6,145	6,347	202	Office Equipment Services
	184,700	191,500	6,800	Juror's Fees
	15,600	17,000	1,400	General Office Supplies
	5,700	5,800	100	Duplicating Machine Supplies
	5,500	5,650	150	Meals-Special Purpose
	800	2,200	1,400	Training Seminars - required for the Court Administrator
	<u>222,035</u>	<u>232,307</u>	<u>10,272</u>	
o	36,510	28,985	(7,525)	Significant reductions recommended due to the state of the economy and actual expense history:
	FY 11	FY 12	Change	
	4,800	2,400	(2,400)	Medical Services
	6,000	5,400	(600)	Legal Services
	4,860	3,460	(1,400)	Printing-Commercial
	1,000	750	(250)	Delivery Charges
	3,800	3,500	(300)	Other Food Supplies
	800	400	(400)	Uniforms-Purchase
	500	0	(500)	Computer Software
	500	200	(300)	Computer Supplies
	1,800	1,075	(725)	Mileage
	<u>12,450</u>	<u>11,800</u>	<u>(650)</u>	Professional Books
	<u>36,510</u>	<u>28,985</u>	<u>(7,525)</u>	
o	0	1,500	1,500	Grants & Contributions - increase for Law Library funding
o	30,000	30,000	0	County Match / Transfers Out - Match for Court Appointed Special Advocate (CASA) grant

DEPARTMENT STAFF SUMMARY

DEPARTMENT: JUDICIAL

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	4.00	148,201	4.00	148,201	4.00	148,201
Administrative Assistant II	1.00	54,269	1.00	54,269	1.00	54,269
Assistant to Jury Commissioner	1.00	45,455	1.00	45,455	1.00	45,455
Community Work Service Counselor	3.00	136,949	3.00	131,918	1.00	40,170
Community Work Service Case Manager	0.00	0	0.00	0	2.00	91,748
Court Administrator	1.00	71,936	1.00	71,936	1.00	71,936
Court Reporter I	2.00	119,613	2.00	119,613	2.00	119,613
Court Reporter II	4.00	346,029	4.00	346,029	4.00	346,029
Criminal Assignment Clerk	0.00	0	0.00	0	1.00	45,455
Director, Community Work Svc Program	1.00	66,378	1.00	66,378	1.00	66,378
Director, Family Court Services	1.00	99,840	1.00	99,840	1.00	99,840
Evaluator / Mediator	1.00	70,668	1.00	70,668	1.00	70,668
Family Services Coordinator	1.00	54,210	1.00	54,210	1.00	54,210
Jury Commissioner	1.00	63,375	1.00	54,678	1.00	54,678
Law Clerk (Non-Bar Member)	1.00	39,702	1.00	0	0.00	0
Law Clerk (Bar Member)	0.00	0	1.00	42,930	1.00	37,440
Secretary I (Judicial)	3.00	124,840	3.00	124,840	3.00	124,840
Secretary II (Judicial)	2.00	114,251	2.00	114,251	2.00	114,251
Secretary III (Judicial)	1.00	62,556	1.00	62,556	1.00	62,556
TOTAL FULL TIME SALARIES	28.00	1,618,272	29.00	1,607,772	29.00	1,647,737
SALARY OFFSET		0		(15,000)		0
SALARY TOTAL	28.00	1,618,272	29.00	1,592,772	29.00	1,647,737
OTHER PERSONAL SERVICES						
Pension & Retirement		155,678		135,446		214,206
Workers' Compensation		4,855		4,624		3,295
Health Benefits		241,227		285,815		341,010
FICA		123,798		122,995		126,052
Miscellaneous		3,920		4,060		4,060
TOTAL OTHER PERSONAL SERVICES		529,478		552,940		688,623
TOTAL 27TH PAY COST		0		0		76,463
FURLOUGH SAVINGS		(33,500)		0		0
TOTAL PERSONAL SERVICES	28.00	2,114,250 *	29.00	2,145,712	29.00	2,412,823

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: JUDICIAL

DIVISION: 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 '11 - '12 GOAL & OBJECTIVES:

- 1 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
 - o To continue to reduce the number of open civil cases
 - o 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
 - o 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	1,133,588	1,140,507	1,170,431	1,327,244	1,327,244
20	CONTRACTUAL SERVICES	83,204	44,104	56,171	54,069	54,069
30	SUPPLIES & MATERIALS	28,748	26,853	32,455	30,735	30,735
40	BUSINESS & TRAVEL	11,441	11,228	11,105	12,325	12,325
50	CAPITAL OUTLAY	113	2,433	0	0	0
70	MISCELLANEOUS	6,326	1,500	0	1,500	1,500
	GRAND TOTAL	1,263,420	1,226,625	1,270,162	1,425,873	1,425,873
	<u>FUNDING SOURCE:</u>					
11	GENERAL	1,263,420	1,226,625	1,270,162	1,425,873	1,425,873

DEPARTMENT: JUDICIAL

DIVISION: Circuit Court

INDEX: 411000

FINANCIAL NOTES:

The \$155,711 net increase in funding for Judicial - Circuit Court is the result of:

	FY 11	FY 12	CHANGE	
o	882,155	922,120	39,965	Full-time Salaries
			(4,035)	Turnover (0.46%)
			44,000	Offset - restore salary for Law Clerk, State paid salary in FY 11
			<u>39,965</u>	
o		42,790	42,790	Additional funds provided for a 27th pay which will occur in FY 12
o	140,153	167,972	27,819	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	75,945	119,876	43,931	Pension / Retirement rate adjustments
o	67,485	70,542	3,057	FICA adjustments
o	2,593	1,844	(749)	Workers' Compensation rate adjustments
o	3,586	4,102	516	Office Equipment - increase due to new copier lease in FY 12
o	2,800	3,850	1,050	Telephone Service - increase due to cost of leasing pay phone in lobby area of Court House
o	15,500	16,807	1,307	Line items increased based on actual expense history:
	FY 11	FY 12	Change	
	4,500	4,807	307	Office Equipment Service
	11,000	12,000	1,000	General Office Supplies
	<u>15,500</u>	<u>16,807</u>	<u>1,307</u>	

DEPARTMENT: JUDICIAL

DIVISION: Circuit Court

INDEX: 411000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	62,650	55,800	(6,850)	Significant reductions recommended due to the state of the economy:
	FY 11	FY 12	Change	
	4,800	2,400	(2,400)	Medical Services
	6,000	5,400	(600)	Legal Services
	29,000	28,000	(1,000)	Other Professional Services
	1,100	800	(300)	Printing Commercial
	3,500	3,250	(250)	Duplicating Machine Supplies
	850	600	(250)	Delivery Charges
	1,300	1,000	(300)	Meals-Special Purpose
	3,800	3,500	(300)	Other Food Supplies
	800	400	(400)	Uniforms-Purchase
	500	0	(500)	Computer Software
	500	200	(300)	Computer Supplies
	10,500	10,250	(250)	Professional Books
	<u>62,650</u>	<u>55,800</u>	<u>(6,850)</u>	
o	0	1,500	1,500	Training Seminars - increase due to required training for the Court Administrator
o	0	1,500	1,500	Grants & Contributions - increase for the Bar Library

DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL
DIVISION: CIRCUIT COURT

Index No. 411000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Court Administrator	1.00	71,936	1.00	71,936	1.00	71,936
Court Reporter I	2.00	119,613	2.00	119,613	2.00	119,613
Court Reporter II	4.00	346,029	4.00	346,029	4.00	346,029
Criminal Assignment Clerk	0.00	0	0.00	0	1.00	45,455 A
Law Clerk (Non-Bar Member)	1.00	39,702	1.00	0	0.00	0
Law Clerk (Bar Member)	0.00	0	1.00	42,930	1.00	37,440
Secretary I (Judicial)	3.00	124,840	3.00	124,840	3.00	124,840
Secretary II (Judicial)	2.00	114,251	2.00	114,251	2.00	114,251
Secretary III (Judicial)	1.00	62,556	1.00	62,556	1.00	62,556
SALARY TOTAL	14.00	878,927	15.00	882,155	15.00	922,120
OTHER PERSONAL SERVICES						
Pension & Retirement		84,552		75,945		119,876
Workers' Compensation		2,637		2,593		1,844
Health Benefits		110,321		140,153		167,972
FICA		67,238		67,485		70,542
Miscellaneous		1,960		2,100		2,100
TOTAL OTHER PERSONAL SERVICES		266,708		288,276		362,334
TOTAL 27TH PAY COST		0		0		42,790
FURLOUGH SAVINGS		(18,195)		0		0
TOTAL PERSONAL SERVICES	14.00	1,127,440 *	15.00	1,170,431	15.00	1,327,244

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Law Clerk (Non Bar Member) position reclassified as Criminal Assignment Clerk, due to House Bill # 201 salary unfunded in FY 11 paid benefits only - #3545.

DEPARTMENT: JUDICIAL

DIVISION: 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 funding for costs associated with jury service, including fees and miscellaneous expenses.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	183,410	180,900	173,700	180,000	180,000
30	SUPPLIES & MATERIALS	3,334	4,498	3,606	4,100	4,100
	GRAND TOTAL	186,744	185,398	177,306	184,100	184,100
	<u>FUNDING SOURCE:</u>					
11	GENERAL	186,744	185,398	177,306	184,100	184,100

FINANCIAL NOTES:

The \$6,794 net increase in funding for Judicial - Jury Services is the result of:

	FY 11	FY 12	CHANGE	
o	173,700	180,000	6,300	Juror Fees - increase based on actual expense history
o	3,500	4,000	500	Meals Special Purpose - increase based on actual expense history

DEPARTMENT: JUDICIAL

DIVISION: 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	10,960	11,140	11,000	11,500	11,500
	GRAND TOTAL	10,960	11,140	11,000	11,500	11,500
	<u>FUNDING SOURCE:</u>					
11	GENERAL	10,960	11,140	11,000	11,500	11,500

FINANCIAL NOTES:

The \$500 net increase in funding for Judicial - Grand Jury is the result of:

	FY 11	FY 12	CHANGE
o	11,000	11,500	500 Juror's Fees - increase based on actual expense history

DEPARTMENT: JUDICIAL

DIVISION: 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 '11 - '12 GOALS & OBJECTIVES:

- 2 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
 - o Review and update the current jury plan
- 3 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
 - o To reduce juror expenditures in FY 10 to keep the costs of jurors within the amount budgeted or less

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	143,890	143,916	130,267	143,694	143,694
20	CONTRACTUAL SERVICES	24,773	22,629	24,732	23,951	23,951
30	SUPPLIES & MATERIALS	15,273	15,578	15,595	15,675	15,675
40	BUSINESS & TRAVEL	431	207	260	235	235
	GRAND TOTAL	184,367	182,330	170,854	183,555	183,555
	<u>FUNDING SOURCE:</u>					
11	GENERAL	184,367	182,330	170,854	183,555	183,555

DEPARTMENT: JUDICIAL

DIVISION: Jury Commissioner

INDEX: 414000

FINANCIAL NOTES:

The \$12,701 net Increase in funding for Judicial - Jury Commissioner is the result of:

	FY 11	FY 12	CHANGE	
o	92,633	100,133	7,500	Full Time Salaries
			7,500	Restore offset for vacant Jury Commissioner
o		4,647	4,647	Additional funds provided for a 27th pay which will occur in FY 12
o	21,203	17,757	(3,446)	Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	8,211	13,017	4,806	Pension / Retirement rate adjustments
o	3,252	4,051	799	Office Equipment - increase due to new copier lease in FY 12
o	24,070	22,600	(1,470)	Significant reductions recommended due to the state of the economy and actual expenses:
	FY 11	FY 12	Change	
	20,570	19,000	(1,570)	Other Professional Services, contractual help
	2,000	1,800	(200)	Printing Commercial
	1,500	1,800	300	Duplicating Machine Supplies
	<u>24,070</u>	<u>22,600</u>	<u>(1,470)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL
DIVISION: JURY COMMISSIONER

Index No. 414000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Assistant to Jury Commissioner	1.00	45,455	1.00	45,455	1.00	45,455
Jury Commissioner	1.00	63,375	1.00	54,678	1.00	54,678
TOTAL FULL TIME SALARIES	<u>2.00</u>	<u>108,830</u>	<u>2.00</u>	<u>100,133</u>	<u>2.00</u>	<u>100,133</u>
SALARY OFFSET		<u>0</u>		<u>(7,500)</u>		<u>0</u>
SALARY TOTAL	<u>2.00</u>	<u>108,830</u>	<u>2.00</u>	<u>92,633</u>	<u>2.00</u>	<u>100,133</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		10,469		8,211		13,017
Workers' Compensation		326		280		200
Health Benefits		17,939		21,203		17,757
FICA		8,325		7,660		7,660
Miscellaneous		<u>280</u>		<u>280</u>		<u>280</u>
TOTAL OTHER PERSONAL SERVICES		37,339		37,634		38,914
TOTAL 27TH PAY COST		<u>0</u>		<u>0</u>		<u>4,647</u>
FURLOUGH SAVINGS		<u>(2,253)</u>		<u>0</u>		<u>0</u>
TOTAL PERSONAL SERVICES	<u>2.00</u>	<u>143,916 *</u>	<u>2.00</u>	<u>130,267</u>	<u>2.00</u>	<u>143,694</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: JUDICIAL

DIVISION: 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:

- o Conduct hearings on matters referred to them. These matters include 1) petitions filed by the Department of Juvenile Services alleging that a child is delinquent; 2) petitions filed by the Department of Social Services alleging that a child has been abused or neglected; and 3) domestic relations cases.
- o Conduct hearings for family law cases referred to him
- o Record all proceeding of hearings
- o Direct the issuance of a subpoena for witnesses and / or documents
- o Rule upon the admissibility of evidence
- o Examine witnesses when necessary
- o Convene, continue, and adjourn the hearings as necessary
- o 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 the Court of Appeals.

FY '11 - '12 GOAL & OBJECTIVES:

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

- o To have 100% of all Child in Need of Assistance (CINA) shelter cases adjudicated within thirty 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
- o To expedite the hearing and disposition of child support, alimony and uncontested divorce cases

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	155,015	157,805	158,896	174,475	174,475
20	CONTRACTUAL SERVICES	32,471	7,174	25,090	7,260	7,260
30	SUPPLIES & MATERIALS	4,022	4,874	5,300	4,950	4,950
40	BUSINESS & TRAVEL	1,254	1,032	1,200	1,200	1,200
70	MISCELLANEOUS	68,744	28,327	30,000	30,000	30,000
	GRAND TOTAL	261,506	199,212	220,486	217,885	217,885
	<u>FUNDING SOURCE:</u>					
11	GENERAL	261,506	199,212	220,486	217,885	217,885

DEPARTMENT: JUDICIAL

DIVISION: Masters

INDEX: 415000

FINANCIAL NOTES:

The (\$2,601) net decrease in funding for Judicial - Masters is the result of:

	FY 11	FY 12	CHANGE
o		5,121	5,121 Additional funds provided for a 27th pay which will occur in FY 12
o	30,325	35,574	5,249 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	9,049	14,346	5,297 Retirement / Pension rate adjustments
o	4,950	4,720	(230) Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change
	150	320	170 Fax Service
	1,500	1,600	100 General Office Supplies
	800	200	(600) Printing-Commercial
	2,500	2,600	100 General Office Mailing
	<u>4,950</u>	<u>4,720</u>	<u>(230)</u>
o	18,000	0	(18,000) Other Professional Services - removed Juvenile Counseling Program funding due to state of the economy
o	30,000	30,000	0 County Match / Transfers Out - Court Appointed Special Advocate (CASA) grant match

DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL
DIVISION: MASTERS

Index No. 415000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	<u>3.00</u>	<u>110,351</u>	<u>3.00</u>	<u>110,351</u>	<u>3.00</u>	<u>110,351</u>
SALARY TOTAL	<u>3.00</u>	<u>110,351</u>	<u>3.00</u>	<u>110,351</u>	<u>3.00</u>	<u>110,351</u>
OTHER PERSONAL SERVICES						
Pension		10,616		9,049		14,346
Workers' Compensation		331		309		221
Health Benefits		29,929		30,325		35,574
FICA		8,442		8,442		8,442
Miscellaneous	<u> </u>	<u>420</u>	<u> </u>	<u>420</u>	<u> </u>	<u>420</u>
TOTAL OTHER PERSONAL SERVICES		49,738		48,545		59,003
TOTAL 27TH PAY COST		0		0		5,121
FURLOUGH SAVINGS	<u> </u>	<u>(2,284)</u>	<u> </u>	<u>0</u>	<u> </u>	<u>0</u>
TOTAL PERSONAL SERVICES	<u>3.00</u>	<u>157,805</u>	<u>3.00</u>	<u>158,896</u>	<u>3.00</u>	<u>174,475</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: JUDICIAL

DIVISION: 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 '11 - '12 GOAL & OBJECTIVE:

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 to non-violent offenders by 10% in FY 11

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	307,887	309,715	311,650	354,136	354,136
20	CONTRACTUAL SERVICES	11,027	11,692	13,147	6,552	6,552
30	SUPPLIES & MATERIALS	1,650	2,020	2,450	2,650	2,650
40	BUSINESS & TRAVEL	428	326	330	330	330
	GRAND TOTAL	320,992	323,753	327,577	363,668	363,668
	<u>FUNDING SOURCE:</u>					
11	GENERAL	320,992	323,753	327,577	363,668	363,668

DEPARTMENT: JUDICIAL

DIVISION: Community Work Service

INDEX: 416000

FINANCIAL NOTES:

The \$36,091 net increase in funding for Judicial - Community Work Service is the result of:

	FY 11	FY 12	CHANGE
o	228,646	236,146	7,500 Full Time Salaries 7,500 Restore offset for vacant Community Work Service Counselor
o		10,959	10,959 Additional funds provided for a 27th pay which will occur in FY 12
o	44,214	57,095	12,881 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	19,364	30,699	11,335 Pension / Retirement rate adjustments
o	661	472	(189) Workers' Compensation rate adjustments
o	10,000	3,500	(6,500) Telephone Service - decrease due to removal of monthly Frame relay charge
o	700	1,000	300 General Office Supplies - increase based on actual expense history
o	600	500	(100) Printing - Commercial - decrease based on actual expense history

DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL
DIVISION: COMMUNITY WORK SERVICE

Index No. 416000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	37,850	1.00	37,850	1.00	37,850
Community Work Service Counselor	3.00	136,949	3.00	131,918	1.00	40,170
Community Work Service Case Manager	0.00	0	0.00	0	2.00	91,748 A
Director, Community Work Svc Program	1.00	66,378	1.00	66,378	1.00	66,378
TOTAL FULL TIME SALARIES	5.00	241,177	5.00	236,146	5.00	236,146
SALARY OFFSET		0		(7,500.00)		0
SALARY TOTAL	5.00	241,177	5.00	228,646	5.00	236,146
OTHER PERSONAL SERVICES						
Pension		23,201		19,364		30,699
Workers' Compensation		724		661		472
Health Benefits		29,156		44,214		57,095
FICA		18,450		18,065		18,065
Miscellaneous		700		700		700
TOTAL OTHER PERSONAL SERVICES		72,231		83,004		107,031
TOTAL 27TH PAY COST		0		0		10,959
FURLOUGH SAVINGS		(4,993)		0		0
TOTAL PERSONAL SERVICES	5.00	308,415 *	5.00	311,650	5.00	354,136

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Community Work Service Counselor's reclassified to Community Work Service Case Manager, # 0544 and # 1540

DEPARTMENT: JUDICIAL

DIVISION: 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 or physical 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 expense to be paid by either the 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 '11 - '12 GOAL & OBJECTIVES:

- 6 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
- o To reduce the time from the filing of a case to the resolution of any custody or visitation dispute
 - o To decrease the number of custody / visitation dispositions that require resolution by trial by 15% in FY 11

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	356,072	370,374	374,468	413,274	413,274
20	CONTRACTUAL SERVICES	158,184	163,140	168,940	164,690	164,690
30	SUPPLIES & MATERIALS	3,169	2,940	3,540	3,260	3,260
40	BUSINESS & TRAVEL	1,851	1,948	3,150	2,040	2,040
50	CAPITAL OUTLAY	121	32	0	0	0
	GRAND TOTAL	519,397	538,434	550,098	583,264	583,264
	<u>FUNDING SOURCE:</u>					
11	GENERAL	519,397	538,434	550,098	583,264	583,264

DEPARTMENT: JUDICIAL

DIVISION: Family Court Services Division

INDEX: 417000

FINANCIAL NOTES:

The \$33,166 net increase in funding for Judicial - Family Court Services Division is the result of:

	FY 11	FY 12	CHANGE
o		12,946	12,946 Additional funds provided for a 27th pay which will occur in FY 12
o	49,920	62,612	12,692 Health Benefits are adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	22,877	36,268	13,391 Pension / Retirement rate adjustments
o	781	558	(223) Workers' Compensation rate adjustments
o	171,160	165,660	(5,500) Line items significantly adjusted based on state of the economy and actual expense history:
	FY 11	FY 12	Change
	2,700	2,500	(200) Office Equipment
	360	160	(200) Printing-Commercial
	1,000	300	(700) Mileage
	600	200	(400) Professional Books
	800	700	(100) Training Seminars
	700	800	100 Membership Fees & Dues
	165,000	161,000	(4,000) Other Professional Services - contract for evaluators / mediators
	171,160	165,660	(5,500) and clerical support

DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL
DIVISION: FAMILY COURT SERVICES DIVISION

Index No. 417000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	54,269	1.00	54,269	1.00	54,269
Director, Family Court Services	1.00	99,840	1.00	99,840	1.00	99,840
Evaluator / Mediator	1.00	70,668	1.00	70,668	1.00	70,668
Family Services Coordinator	1.00	54,210	1.00	54,210	1.00	54,210
SALARY TOTAL	4.00	278,987	4.00	278,987	4.00	278,987
OTHER PERSONAL SERVICES						
Pension		26,839		22,877		36,268
Workers' Compensation		837		781		558
Health Benefits		53,883		49,920		62,612
FICA		21,343		21,343		21,343
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		103,462		95,481		121,341
TOTAL 27TH PAY COST		0		0		12,946
FURLOUGH SAVINGS		(5,775)		0		0
TOTAL PERSONAL SERVICES	4.00	376,674 *	4.00	374,468	4.00	413,274

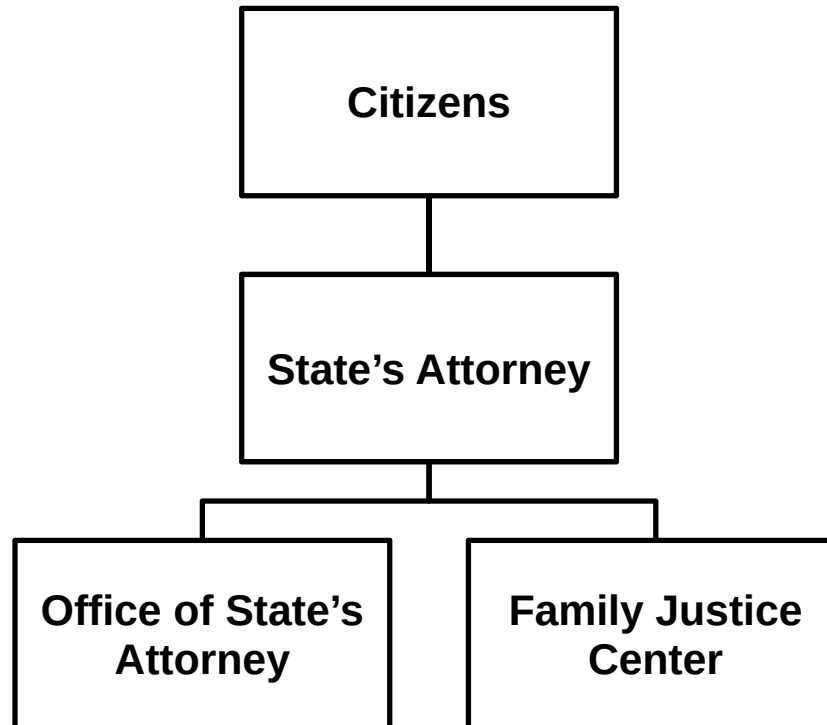
*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

GRANTS JUDICIAL					
TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
CASA - (Court Appointed Special Advocate)	107,081	30,000	06/30/12 State One Time	This grant provides the funds for a Director, the Director of Development & Community Relations and a part-time contractual Office Assistant to oversee the program and the selection of carefully trained volunteers who serve as guardians to represent the best interest of abused, neglected and dependent children in Court proceedings. If this grant were to end, the Circuit Court could not continue the program within the existing operating budget.	None
Access & Visitation Program	23,333	0	08/31/12 Federal Apply for grant each year	This grant provides access and 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. If this grant were to end there would be a reduction in service.	None
Family Court Services and Family Services Coordinator	214,383	0	06/30/12 State Apply for grant each year	This grant funds the Pro Se Program Coordinator and Assistant, Assistant to Family Services Coordinator, Domestic Violence Coordinator, services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, Family Law Scheduling Clerk, Guardian Ad Litem Program, services for the children's groups, Child Custody investigations, Parenting Coordinator Pilot Project, and some funding to assist with training and printing costs. If this grant were to end, a number of programs, services and personnel would be terminated.	The County has no obligation to fund this service after the grant ends; however, the function is essential to the Court.
Judicial / Truancy Court	42,500	0	06/30/12 State One Time	The grant provides funding for a truancy court coordinator who oversees juveniles who are truant. The Coordinator reviews cases, arranges services (behavioral, counseling, tutoring, etc) in order to comply with truancy court directives. Some funding is also available for counseling/behavioral services. If this grant were to end the coordinator position would have to be terminated as Judicial operating budget could not fund the position. There would be a reduction in services provided for counseling, etc.	None

**GRANTS
JUDICIAL**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Celebrating Families	30,000	0	06/30/12 State Juror Fund One-Time	The grant provides funding for the Celebrating Families Program in conjunction with the Dept of Social Services. Families with children in Foster Care receive counseling on issues such as nutrition, anger management, communication, substance abuse, and healthy relationships. The intent of the program is to enhance parenting skills and general life skills of parents whose children are in Foster Care. This program would be terminated as Judicial operating budget could not fund the positions of the staff and costs to operate the program.	None
TOTALS	417,297	30,000			

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 Narcotics 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:

TO PROVIDE QUALITY, EXPEDITIOUS, AND RESPONSIVE SERVICES TO MEET THE NEEDS OF HARFORD COUNTY CITIZENS

FY '11 - '12 KEY GOALS:

- 1 TO PROVIDE THE COMMUNITY WITH A QUICK AND 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
- 2 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	4,722,934	4,579,359	4,648,036	5,126,516	5,126,516
20	CONTRACTUAL SERVICES	80,491	81,182	81,408	81,575	81,575
30	SUPPLIES & MATERIALS	47,581	45,235	47,750	48,450	48,450
40	BUSINESS & TRAVEL	27,531	34,630	32,845	31,945	31,945
50	CAPITAL OUTLAY	791	1,316	0	0	0
70	MISCELLANEOUS	409,982	492,709	455,049	448,885	448,885
80	INTERGOVERNMENTAL	0	595	900	500	500
	GRAND TOTAL	5,289,310	5,235,026	5,265,988	5,737,871	5,737,871
<u>SUMMARY BY FUND:</u>						
11	GENERAL	5,289,310	5,235,026	5,265,988	5,737,871	5,737,871
	GRAND TOTAL	5,289,310	5,235,026	5,265,988	5,737,871	5,737,871
<u>SUMMARY BY DIVISION:</u>						
431000	OFFICE OF THE STATE'S ATTORNEY	5,040,614	4,991,406	5,017,142	5,464,808	5,464,808
432000	FAMILY JUSTICE CENTER	248,696	243,620	248,846	273,063	273,063
	GRAND TOTAL	5,289,310	5,235,026	5,265,988	5,737,871	5,737,871
	SUMMARY OF GRANT BUDGETS					447,285

STATE'S ATTORNEY

FINANCIAL NOTES:

The \$471,883 net increase in funding for State's Attorney is the result of:

	FY 11	FY 12	CHANGE	
o	3,449,256	3,447,867	(1,389)	Full Time Salaries
			(87,743)	Staff Turnover (2.54%)
			10,346	Salary Adjustments based on recommendations of the Department of Human Resources
			76,008	Offset Salary for Grant positions, actual hours worked and adjustments for FY 10 and FY 11 CPI salary adjustments
			<u>(1,389)</u>	
o		65,148	65,148	Position created in FY 12:
			# of Positions	Salary Fringes Total
			1.00	52,800 12,348 65,148 Assistant State's Attorney I
o		162,473	162,473	Additional funds provided for a 27th pay which will occur in FY 12
o	619,141	722,743	103,602	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	287,418	445,808	158,390	Pension / Retirement rate adjustments
o	13,163	9,317	(3,846)	Worker's Compensation rate adjustments
o	271,218	265,320	(5,898)	FICA adjustment
o	8,600	7,200	(1,400)	Telephone Service - decrease due to County-wide Share Plan
o	32,100	27,250	(4,850)	Line items significantly adjusted, due to recommended reductions based on state of the economy and actual expenses:
	FY 11	FY 12	Change	
	1,000	0	(1,000)	Medical Services
	6,900	6,150	(750)	Printing-Commercial
	600	300	(300)	Delivery Charges
	2,800	2,300	(500)	County Owned Vehicles
	1,300	1,000	(300)	Fuel Charges
	5,900	4,900	(1,000)	Lodging
	9,700	9,600	(100)	Professional Books & Periodicals
	3,000	2,500	(500)	Training Seminars
	900	500	(400)	Fleet Daily Carpool Rental
	<u>32,100</u>	<u>27,250</u>	<u>(4,850)</u>	

STATE'S ATTORNEY

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	106,458	112,295	5,837	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	12,300	13,913	1,613	Office Equipment
	0	500	500	Personnel/Recruitment
	31,100	31,000	(100)	Legal Services
	2,500	2,224	(276)	Office Equipment Service
	24,888	25,688	800	Data Processing Software Maintenance
	6,300	7,000	700	Duplicating Machine Supplies
	8,200	8,100	(100)	General Office Mailing
	11,800	13,000	1,200	Computer Supplies
	1,000	1,400	400	Mileage
	1,700	1,900	200	Transportation Costs
	1,000	1,500	500	Meals
	5,670	6,070	400	Membership Fees & Dues
	<u>106,458</u>	<u>112,295</u>	<u>5,837</u>	
o	2,833	1,600	(1,233)	Grants and Contributions - The State's Attorney has agreed to remit his FY 12 statutorily prescribed salary increase to be used as a contribution
o	452,216	447,285	(4,931)	County Match / Transfers Out
	FY 11	FY 12	Change	
	420,216	417,285	(2,931)	Child Support Division
	32,000	30,000	(2,000)	Domestic Violence Legal Assistant
	<u>452,216</u>	<u>447,285</u>	<u>(4,931)</u>	

DEPARTMENT STAFF SUMMARY

DEPARTMENT: STATE'S ATTORNEY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator, State's Attorney Office	1.00	90,598	1.00	90,598	1.00	90,598
Assistant State's Attorney I	3.00	158,562	4.00	216,100	3.00	158,400
Assistant State's Attorney II	7.00	490,135	7.00	477,325	9.00	592,725
Assistant State's Attorney III	12.00	1,132,985	11.00	977,466	11.00	977,466
Deputy State's Attorney	2.00	231,368	2.00	231,368	2.00	231,368
Legal Assistant I	0.00	0	0.00	0	2.00	70,400
Legal Assistant II	9.00	442,879	10.00	482,779	8.00	382,293
Legal Assistant III	2.00	120,570	2.00	120,570	2.00	120,570
Legal Clerk	2.00	60,757	1.00	30,826	5.00	145,417
Legal Specialist I	5.00	203,215	6.00	240,515	1.00	40,107
Legal Specialist II	11.00	545,027	10.00	482,238	11.00	515,844
Senior Trial Assistant	1.00	121,109	1.00	121,109	1.00	121,109
State's Attorney	1.00	104,126	1.00	106,959	1.00	108,559
		(94)		(2,833)		(1,600)
TOTAL FULL-TIME SALARIES	56.00	3,701,237	56.00	3,575,020	57.00	3,553,256
SALARY OFFSET		0		(125,764)		(52,589)
SALARY TOTAL	56.00	3,701,237	56.00	3,449,256	57.00	3,500,667
OTHER PERSONAL SERVICES						
Pension & Retirement		352,208		287,418		452,672
Workers' Compensation		14,384		13,163		9,422
Health Benefits		623,912		619,141		723,943
FICA		279,772		271,218		269,359
Miscellaneous		7,840		7,840		7,980
TOTAL OTHER PERSONAL SERVICES		1,278,116		1,198,780		1,463,376
TOTAL 27TH PAY COST		0		0		162,473
FURLOUGH SAVINGS		(76,623)		0		0
TOTAL PERSONAL SERVICES	56.00	4,902,730 *	56.00	4,648,036	57.00	5,126,516

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: STATE'S ATTORNEY'S OFFICE**DIVISION: 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, 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 programs 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 '11 - '12 GOAL:

- 1 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	4,492,319	4,354,415	4,418,404	4,876,028	4,876,028
20	CONTRACTUAL SERVICES	74,654	75,141	74,814	74,620	74,620
30	SUPPLIES & MATERIALS	36,759	33,772	36,300	34,100	34,100
40	BUSINESS & TRAVEL	26,612	33,518	31,675	30,675	30,675
50	CAPITAL OUTLAY	791	1,256	0	0	0
70	MISCELLANEOUS	409,479	492,709	455,049	448,885	448,885
80	INTERGOVERNMENTAL	0	595	900	500	500
	GRAND TOTAL	5,040,614	4,991,406	5,017,142	5,464,808	5,464,808
	<u>FUNDING SOURCE:</u>					
11	GENERAL	5,040,614	4,991,406	5,017,142	5,464,808	5,464,808

DEPARTMENT: STATE'S ATTORNEY'S OFFICE**DIVISION: Office of State's Attorney****INDEX: 431000****FINANCIAL NOTES:**

The \$447,666 net increase in funding for State's Attorney's Office - Office of State's Attorney is the result of:

	FY 11	FY 12	CHANGE	
o	3,286,186	3,284,797	(1,389)	Full Time Salaries
			(87,743)	Staff Turnover (2.67%)
			10,346	Salary Adjustments based on recommendations of the Department of Human Resources
			76,008	Offset Salary for Grant positions, actual hours worked and adjustments for FY 10 and FY 11 CPI salary adjustments
			<u>(1,389)</u>	
o		65,148	65,148	Position created in FY 12:
			# of Positions	Salary
			1.00	52,800
				Fringes
				12,348
				Total
				65,148
				Assistant State's Attorney I
o		154,906	154,906	Additional funds provided for a 27th pay which will occur in FY 12
o	274,046	424,609	150,563	Pension / Retirement rate adjustments
o	579,443	677,452	98,009	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	12,706	8,991	(3,715)	Workers' Compensation rate adjustments
o	258,743	252,845	(5,898)	FICA adjustment
o	6,500	5,000	(1,500)	Telephone Service - decrease due to County-wide Share Plan
o	29,700	25,000	(4,700)	Line items significantly adjusted, due to recommended reductions based on state of the economy and actual expenses:
	FY 11	FY 12	Change	
	6,500	5,800	(700)	Printing-Commercial
	300	0	(300)	Delivery Charges
	9,000	8,000	(1,000)	Computer Supplies
	2,800	2,300	(500)	County Owned Vehicles
	1,300	1,000	(300)	Fuel Charges
	5,900	4,900	(1,000)	Lodging
	3,000	2,500	(500)	Training Seminars
	900	500	(400)	Fleet Daily Carpool Rental
	<u>29,700</u>	<u>25,000</u>	<u>(4,700)</u>	

DEPARTMENT: STATE'S ATTORNEY'S OFFICE**DIVISION: Office of State's Attorney****INDEX: 431000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	42,488	44,760	2,272	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	0	500	500	Personnel/Recruitment
	2,200	2,072	(128)	Office Equipment Service
	24,888	25,688	800	Data Processing Software Maintenance - for the Lexis / Nexis on-line
	6,700	6,500	(200)	General Office Mailing
	1,000	1,400	400	Mileage
	1,700	1,900	200	Transportation Costs
	1,000	1,500	500	Meals
	5,000	5,200	200	Membership Fees & Dues
	<u>42,488</u>	<u>44,760</u>	<u>2,272</u>	
o	452,216	447,285	(4,931)	County Match / Transfers Out
	FY 11	FY 12	Change	
	420,216	417,285	(2,931)	Child Support Division
	32,000	30,000	(2,000)	Domestic Violence Legal Assistant
	<u>452,216</u>	<u>447,285</u>	<u>(4,931)</u>	
o	2,833	1,600	(1,233)	Grants and Contributions - The States Attorney has agreed to remit his FY 12 statutorily prescribed salary increase to be used as a grant/contribution

DIVISION STAFF SUMMARY

DEPARTMENT: STATE'S ATTORNEY
DIVISION: OFFICE OF STATE'S ATTORNEY

Index No. 431000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator, State's Attorney Office	1.00	90,598	1.00	90,598	1.00	90,598
Assistant State's Attorney I	3.00	158,562	4.00	216,100	3.00	158,400 A
Assistant State's Attorney II	7.00	490,135	7.00	477,325	9.00	592,725 B
Assistant State's Attorney III	12.00	1,132,985	11.00	977,466	11.00	977,466
Deputy State's Attorney	2.00	231,368	2.00	231,368	2.00	231,368
Legal Assistant I	0.00	0	0.00	0	2.00	70,400 C
Legal Assistant II	9.00	442,879	10.00	482,779	8.00	382,293
Legal Assistant III	2.00	120,570	2.00	120,570	2.00	120,570
Legal Clerk	1.00	29,931	0.00	0	4.00	114,591 D
Legal Specialist I	5.00	203,215	6.00	240,515	1.00	40,107
Legal Specialist II	8.00	412,783	7.00	349,994	8.00	383,600 E
Senior Trial Assistant	1.00	121,109	1.00	121,109	1.00	121,109
State's Attorney	1.00	104,126	1.00	106,959	1.00	108,559
		(94)		(2,833)		(1,600) F
TOTAL FULL-TIME SALARIES	52.00	3,538,167	52.00	3,411,950	53.00	3,390,186
SALARY OFFSET		0		(125,764)		(52,589) G
SALARY TOTAL	52.00	3,538,167	52.00	3,286,186	53.00	3,337,597
OTHER PERSONAL SERVICES						
Pension & Retirement		336,521		274,046		431,473
Workers' Compensation		13,895		12,706		9,096
Health Benefits		578,778		579,443		678,652
FICA		267,297		258,743		256,884
Miscellaneous		7,280		7,280		7,420
TOTAL OTHER PERSONAL SERVICES		1,203,771		1,132,218		1,383,525
TOTAL 27TH PAY COST		0		0		154,906
FURLOUGH SAVINGS		(73,247)		0		0
TOTAL PERSONAL SERVICES	52.00	4,668,691 *	52.00	4,418,404	53.00	4,876,028

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Assistant State's Attorney I created during FY 11 - # 3550

B - Two (2) Assistant State's Attorney I promoted to Assistant State's Attorney II - # 0564, 2679

C - Two (2) Legal Assistant II filled as Legal Assistant I - # 2504, 3223

D - Three (3) vacant Legal Specialist I, One (1) vacant Legal Specialist II positions filled as Legal Clerks - # 3020, 0557, 2013, 0554

E - One (1) Legal Specialist I upgraded to Legal Specialist II - # 0561

F - The State's Attorney has agreed to remit his FY 12 statutorily prescribed salary increase to be used for a grant/contribution

G - Two (2) positions offset based on actual hours worked, Assistant State's Attorney II - # 2948 and Senior Trial Assistant - # 0556

OFFICE OF THE STATE'S ATTORNEY OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide the community with a quick and 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.

Department Objective

To increase the amount of restitution recovered for merchants and increase the number of bad check cases diverted from the court system.

County Goal(s) Supported

III. Efficient County Government

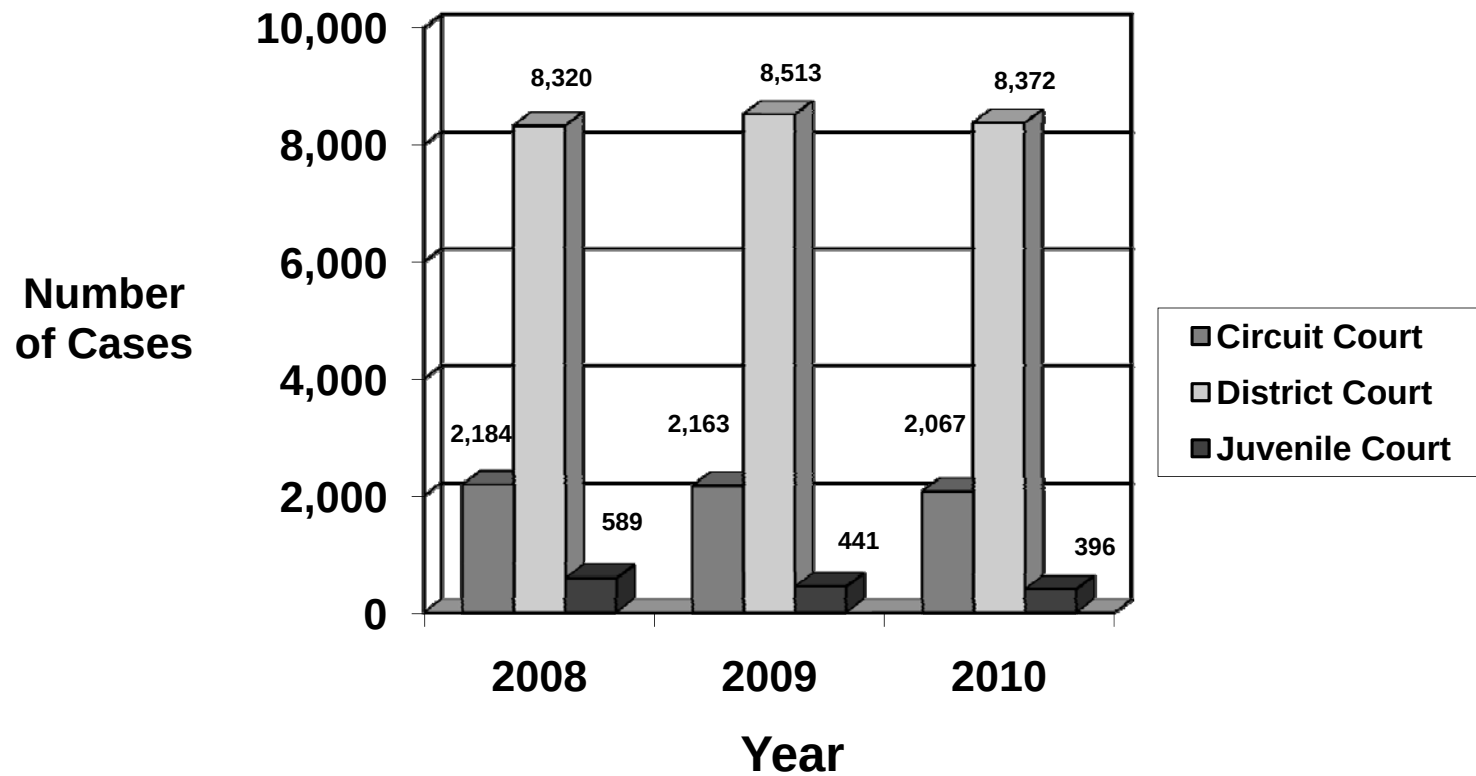
Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$430	\$469	\$469	\$235	\$235
Number of staff hours	22	22	22	11	11
<u>Output:</u>					
Amount of restitution recovered	\$86,611	\$77,325	\$53,936	\$27,000	\$27,000
<u>Efficiency:</u>					
Amount of restitution recovered per dollar spent	\$201.42	\$164.87	\$115.00	\$114.89	\$114.89
<u>Service Quality:</u>					
Percent of clients satisfied with services	90%	90%	90%	91%	91%
<u>Outcome:</u>					
Percent of bad checks recovered without court intervention	23%	24%	20%	24%	22%

Explanation and Analysis of Performance Measures

The Bad Check Program is designed to target defendants who have written bad checks to local merchants and recover restitution owed, while at the same time providing counseling services to these offenders. The benefit to the Court system is a reduction in cases processed that require court time and resources.

OFFICE OF THE STATE'S ATTORNEY

Number of Criminal Cases Filed



DEPARTMENT: STATE'S ATTORNEY'S OFFICE

DIVISION: 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.

Having their respective services co-located in one facility allows for the sharing of space and resources for the abused child and his / her family.

FY '11 - '12 GOAL:

- 2 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

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	230,615	224,944	229,632	250,488	250,488
20	CONTRACTUAL SERVICES	5,837	6,041	6,594	6,955	6,955
30	SUPPLIES & MATERIALS	10,822	11,463	11,450	14,350	14,350
40	BUSINESS & TRAVEL	919	1,112	1,170	1,270	1,270
50	CAPITAL OUTLAY	0	60	0	0	0
70	MISCELLANEOUS	503	0	0	0	0
	GRAND TOTAL	248,696	243,620	248,846	273,063	273,063
	<u>FUNDING SOURCE:</u>					
11	GENERAL	248,696	243,620	248,846	273,063	273,063

DEPARTMENT: STATE'S ATTORNEY'S OFFICE

DIVISION: Family Justice Center

INDEX: 432000

FINANCIAL NOTES:

The \$24,217 net increase in funding for State's Attorney's Office - Family Justice Center is the result of:

	FY 11	FY 12	CHANGE
o		7,567	7,567 Additional funds provided for a 27th pay which will occur in FY 12
o	39,698	45,291	5,593 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	13,372	21,199	7,827 Pension / Retirement Rate adjustment
o	7,444	7,925	481 Line items significantly adjusted, based on actual expense history:

FY 11	FY 12	Change	
2,774	4,303	1,529	Office Equipment
2,100	2,200	100	Telephone Service
1,000	0	(1,000)	Medical Services
100	0	(100)	Legal Services
300	152	(148)	Office Equipment Services
500	400	(100)	Professional Books & Periodicals
670	870	200	Membership Fees & Dues
<u>7,444</u>	<u>7,925</u>	<u>481</u>	

o	5,600	8,600	3,000 Line items significantly adjusted due to law regarding discovery requirements:

FY 11	FY 12	Change	
1,300	2,000	700	Duplicating Machine Supplies
1,500	1,600	100	General Office Mailing
2,800	5,000	2,200	Computer Supplies
<u>5,600</u>	<u>8,600</u>	<u>3,000</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: STATE'S ATTORNEY
DIVISION: FAMILY JUSTICE CENTER

Index No. 432000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Legal Clerk	1.00	30,826	1.00	30,826	1.00	30,826
Legal Specialist II	3.00	132,244	3.00	132,244	3.00	132,244
SALARY TOTAL	4.00	163,070	4.00	163,070	4.00	163,070
OTHER PERSONAL SERVICES						
Pension & Retirement		15,687		13,372		21,199
Workers' Compensation		489		457		326
Health Benefits		45,134		39,698		45,291
FICA		12,475		12,475		12,475
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		74,345		66,562		79,851
TOTAL 27TH PAY COST		0		0		7,567
FURLOUGH SAVINGS		(3,376)		0		0
TOTAL PERSONAL SERVICES	4.00	234,039 *	4.00	229,632	4.00	250,488

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

OFFICE OF THE STATE'S ATTORNEY - FAMILY JUSTICE CENTER

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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.

Department Objective

To improve upon service to Child Advocacy Center (CAC) victims by increasing the percentage of investigations closed within 180 days of opening to 80%.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated *	\$140,442	\$193,214	\$189,509	\$180,908	\$185,000
Number of staff	12	12	12	12	12
<u>Output:</u>					
Number of investigations referred to the Child Advocacy Center	299	326	494*	500	515
<u>Efficiency:</u>					
Amount spent per investigation	\$469.71	\$592.68	\$383.62	\$361.82	\$359.22
<u>Service Quality:</u>					
Percent of families served by the Child Advocacy Center that are satisfied by the services	85%	86%	87%	88%	88%
<u>Outcome:</u>					
Percent of investigations resulting in timely closure	93%	92%	93%	93%	93%

Explanation and Analysis of Performance Measures

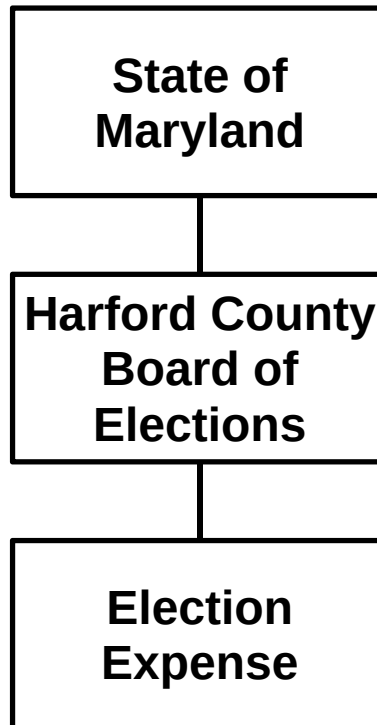
The Child Advocacy Center operates as a team in investigating and prosecuting child sexual abuse cases. The effectiveness of this approach can be measured by determining if cases are satisfactorily closed in a timely manner. Results can be tracked via case statistics as well as customer satisfaction surveys.

* Now handling child physical abuse cases as of July, 2009 which are included in the total.

GRANTS STATE'S ATTORNEY					
TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	OBLIGATION WHEN GRANT ENDS
Cooperative Reimbursement Act Grant (Family Support Division)	1,111,347	404,559	09/30/11 Federal Recurring	To support the Department of Human Resources - Department of Social Services Child Support Program efforts in establishing and collecting child support by providing legal representation through the court system. This grant has been renewed for 34 years with the total cost of \$ 1,111,347 to run the division. This exceeds the States Attorney's Office operating budget after personnel costs and could not be absorbed by the State's Attorney's Office.	If the grant were to end, the State's Attorney's Office must still provide legal representation for support cases.
Child Advocacy Center Training and Equipment	10,000	0	12/31/11 Federal Recurring	Purpose of this grant is to fund specialized training, equipment and services to improve upon investigation and prosecution of child sexual abuse and assault cases. The State's Attorney could not fund the Child Advocacy Center training and equipment items out of its current budget if grant were to end.	None
Domestic Violence Legal Assistant	64,982	32,000	9/30/2011 Federal One-Time	This grant funds a victim advocate / legal assistant position to improve upon investigation and prosecution of felony and serious misdemeanor domestic violence cases. This individual works with domestic violence victims providing court accompaniment and referrals to available services, as well as interviewing the involved parties and preparing the cases for court. The grant is in its fourth year of funding and cannot be renewed through this source beyond 9/30/2011.	None
Complex Case Initiative	56,646	10,726	9/30/2011 Federal One Time	This grant funds an experienced paralegal dedicated to the intensive preparation and case management of complex cases in our District Court Division, whose size and complexity dictate the need for special resources. The CCI paralegal as a single point of contract allows for in-depth case preparation and limits the need for repeat court appearances, which in turn better serve the public. The grant is a one-time Bureau of Justice Assistance money and cannot be renewed through this source beyond 9/30/11.	None

GRANTS STATE'S ATTORNEY					
TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	OBLIGATION WHEN GRANT ENDS
Child Advocacy Center Program Improvement	49,070	0	12/31/2011 Federal One-time	This grant is to fund specialized training and a contractual therapist to work with families involved with child sexual abuse and assault cases. This grant is a one-time grant through the National Child Advocacy Center. The State's Attorney's Office does not have a budget to fund contractual therapy services and would have to request an increase in operating funds to continue to pay for this service after the grant expires.	None
Evidence Gathering	12,500	0	9/30/2011 Federal	This grant is to fund the purchase of Logicube CellIDEK system to capture data from all brands of cell phones and perform forensic extraction of that data. The grant also provides for training and certification to use the system, improving the ability to investigate crimes and present evidence in court.	
TOTALS	1,304,545	447,285			

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 '11 - '12 KEY GOAL:

- 1 TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	175,905	132,153	290,454	222,565	222,565
20	CONTRACTUAL SERVICES	618,438	181,522	1,218,187	405,105	405,105
30	SUPPLIES & MATERIALS	94,093	24,526	225,090	431,525	431,525
40	BUSINESS & TRAVEL	32,201	26,004	29,480	28,830	28,830
50	CAPITAL OUTLAY	2,919	1,439	0	0	0
70	MISCELLANEOUS	522,293	492,217	609,910	599,600	599,600
80	INTER-GOV'T / INTER-FUND EXPENSES	673	53	3,000	1,500	1,500
	GRAND TOTAL	1,446,522	857,914	2,376,121	1,689,125	1,689,125
<u>SUMMARY BY FUND:</u>						
11	GENERAL	1,446,522	857,914	2,376,121	1,689,125	1,689,125
	GRAND TOTAL	1,446,522	857,914	2,376,121	1,689,125	1,689,125
<u>SUMMARY BY DIVISION:</u>						
481000	HARFORD COUNTY BOARD OF ELECTIONS	810,368	718,118	1,065,613	1,236,695	1,236,695
482000	ELECTION EXPENSE	636,154	139,796	1,310,508	452,430	452,430
	GRAND TOTAL	1,446,522	857,914	2,376,121	1,689,125	1,689,125

ELECTIONS

FINANCIAL NOTES:

The (\$686,996) net decrease in funding for Elections is the result of:

	FY 11	FY 12	CHANGE
o	252,772	176,636	(76,136) Temporary Salaries decrease due to only one election in FY 12
o	11,272	19,517	8,245 Pension/Retirement rate adjustments
o	6,570	5,437	(1,133) Overtime reduced due to one election in FY 12
o	19,840	13,930	(5,910) FICA adjustments
o		7,045	7,045 Additional funds provided for a 27th pay which will occur in FY 12
o	11,764	13,345	1,581 Office Equipment - increase based on current office leases
o	668,164	0	(668,164) Management Services - County's share for implementation of Statewide Voting System. New system is not included in the State's FY 12 Budget Request.
o	55,250	296,900	241,650 Computer Software - Harford County's share of the voter registration system per State's estimate

ELECTIONS

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	655,344	461,430	(193,914)	Line items adjusted significantly, due to only one major election in FY 12:
	FY 11	FY 12	Change	
	13,600	7,200	(6,400)	Space & Real Estate
	900	450	(450)	Legal Notice
	490,464	351,235	(139,229)	Election Officials
	4,040	2,120	(1,920)	Other Professional Services
	9,940	3,500	(6,440)	General Office Supplies
	79,000	61,425	(17,575)	Printing - Commercial
	50,000	31,700	(18,300)	General Office Mailing
	1,000	100	(900)	Other Food Supplies
	2,000	1,500	(500)	Mileage
	1,400	700	(700)	Meals
	3,000	1,500	(1,500)	Fleet Daily Carpool Rentals
	<u>655,344</u>	<u>461,430</u>	<u>(193,914)</u>	
o	67,210	77,180	9,970	Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change	
	18,980	20,480	1,500	Telephone Service
	15,000	25,000	10,000	General Office Mailing
	14,000	12,000	(2,000)	General Office Supplies
	6,750	6,000	(750)	Lodging
	5,480	2,400	(3,080)	Training Seminars
	7,000	11,300	4,300	Mileage
	<u>67,210</u>	<u>77,180</u>	<u>9,970</u>	
o	609,910	599,600	(10,310)	Payment to Other Government Agencies - Elections employees are paid from the State payroll and the County is invoiced by the State. The invoice will include salaries, pension, FICA, health subsidy and overtime for ten (10) employees. Decrease is primarily from reduced overtime expenses due to only one major election in FY 12.

DEPARTMENT: ELECTIONS

DIVISION: 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 deletions), and the day-to-day expenses of the office.

FY '11 - '12 GOAL:

- 1 TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	175,905	132,153	290,454	222,565	222,565
20	CONTRACTUAL SERVICES	39,625	41,779	41,019	44,100	44,100
30	SUPPLIES & MATERIALS	41,060	24,526	98,150	343,800	343,800
40	BUSINESS & TRAVEL	28,566	26,004	26,080	26,630	26,630
50	CAPITAL OUTLAY	2,919	1,439	0	0	0
70	MISCELLANEOUS	522,293	492,217	609,910	599,600	599,600
	GRAND TOTAL	810,368	718,118	1,065,613	1,236,695	1,236,695
	<u>FUNDING SOURCE:</u>					
11	GENERAL	810,368	718,118	1,065,613	1,236,695	1,236,695

DEPARTMENT: ELECTIONS**DIVISION: Harford County Board of Elections****INDEX: 481000****FINANCIAL NOTES:**

The \$171,082 net increase in funding for Elections - Harford County Board of Elections is the result of:

	FY 11	FY 12	CHANGE
o	252,772	176,636	(76,136) Temporary Salaries decrease due to only one election in FY 12
o		7,045	7,045 Additional funds provided for a 27th pay which will occur in FY 12
o	11,272	19,517	8,245 Pension/Retirement rate adjustments
o	6,570	5,437	(1,133) Overtime - decrease due to only one election in FY 12
o	19,840	13,930	(5,910) FICA rate adjustments
o	11,764	13,345	1,581 Office Equipment - increase based on current contracts
o	13,000	9,000	(4,000) Printing - Commercial - decrease due to only one election in FY 12
o	55,250	296,900	241,650 Computer Software - Harford County's share of the voter registration system per State's estimate.
o	15,000	25,000	10,000 General Office Mailing - postage reserve depleted

DEPARTMENT: ELECTIONS

DIVISION: Harford County Board of Elections

INDEX: 481000

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	52,210	52,180	(30) Line items significantly adjusted, based on actual expense history:
	FY 11	FY 12	Change
	18,980	20,480	1,500 Telephone Service
	14,000	12,000	(2,000) General Office Supplies
	7,000	11,300	4,300 Mileage
	6,750	6,000	(750) Lodging
	5,480	2,400	(3,080) Training Seminars
	<u>52,210</u>	<u>52,180</u>	<u>(30)</u>
o	609,910	599,600	(10,310) Payments to Other Government Agencies - Elections employees are paid from the State payroll and the County is invoiced by the State. The invoice will include salaries, pension, FICA, and health subsidy for ten (10) employees. Decrease is primarily from reduced overtime expenses due to one major election in FY 12.

DIVISION STAFF SUMMARY

DEPARTMENT: ELECTIONS
DIVISION: HARFORD COUNTY BOARD OF ELECTIONS

Index No. 481000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>169,516</u>		<u>252,772</u>		<u>176,636</u>
SALARY TOTAL		<u>169,516</u>		<u>252,772</u>		<u>176,636</u>
OTHER PERSONAL SERVICES						
Pension		14,046		11,272		19,517
Overtime		0		6,570		5,437
FICA		<u>12,968</u>		<u>19,840</u>		<u>13,930</u>
TOTAL OTHER PERSONAL SERVICES		27,014		37,682		38,884
TOTAL 27TH PAY COST		<u> </u>		<u> </u>		<u>7,045</u>
TOTAL PERSONAL SERVICES		<u>196,530</u>		<u>290,454</u>		<u>222,565</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

HARFORD COUNTY BOARD OF ELECTIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To ensure that every eligible citizen is given the opportunity to register to vote.

Department Objective

To maintain or exceed a 99.9% accuracy rate for all voter registration transactions processed.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$870,799	\$810,368	\$806,839	\$855,742	\$1,065,613
<u>Output:</u>					
Number of registration transactions processed	39,457	80,021	80,021	69,282	70,000
Number of registered voters	140,355	144,430	144,430	147,963	155,000
<u>Efficiency:</u>					
Cost per registered voter	\$6.20	\$5.61	\$5.59	\$5.78	\$6.87
<u>Service Quality:</u>					
Percentage of transactions processed correctly	99.9%	99.9%	99.9%	99.9%	99.9%
<u>Outcome:</u>					
Total number of new registrants	17,807	16,003	16,003	5,376	12,000
Percentage of voter turnout in general election	83%	83%	83%	75%	75%

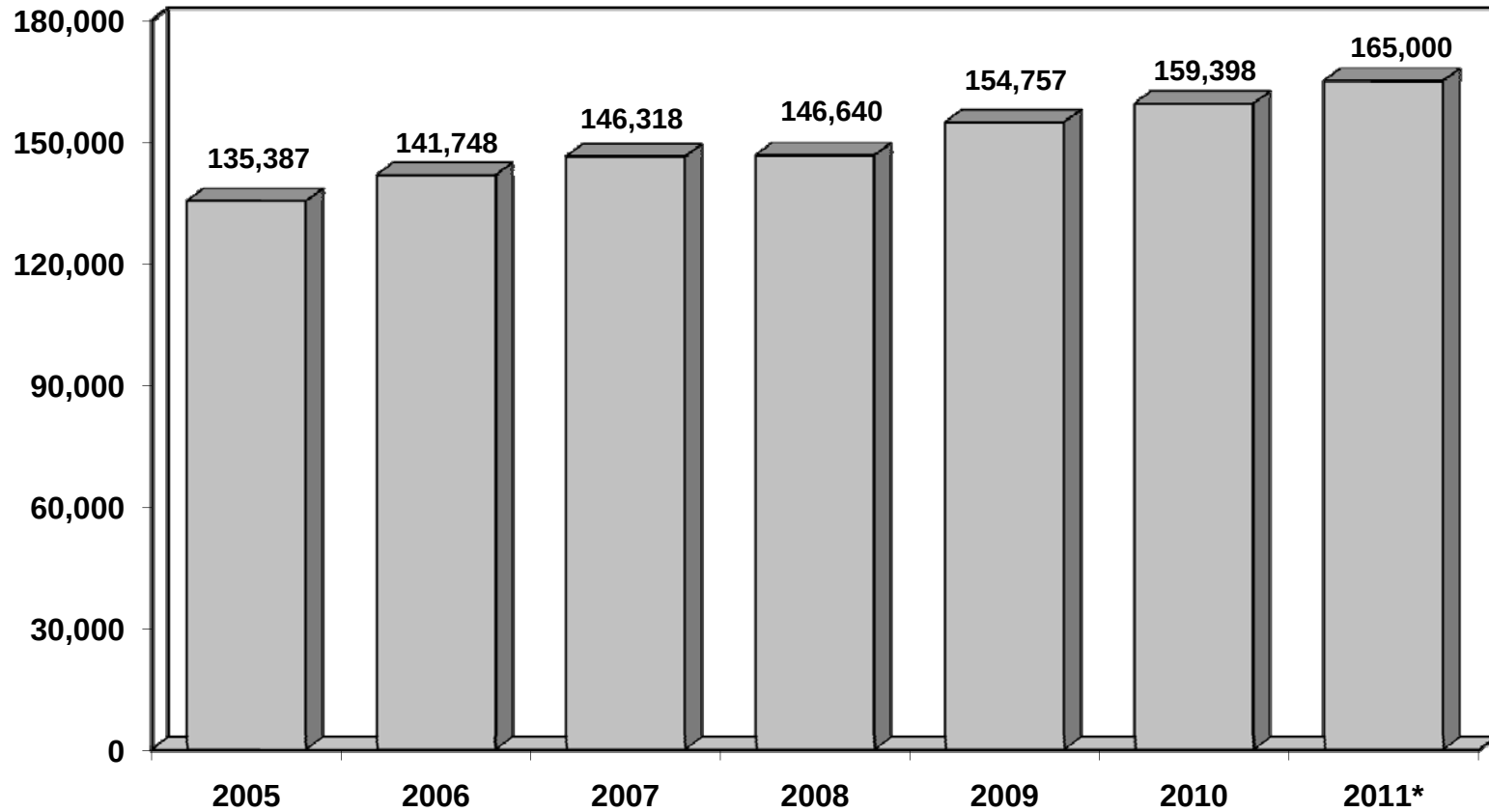
Explanation and Analysis of Performance Measures

Transactions include new registrations, duplicate registrations, cancellations (active and inactive), affiliation changes, address / name changes, confirmation mailings / responses, miscellaneous (inactivated, reactivated, reinstated). No data collected for petition verification, split precinct changes, or municipal elections / annexations.

Major Related Plans and Policies

Help America Vote Act of 2002 (HAVA), Registration and Election Law of Maryland, HAVA State Plan, Code of Maryland, Election Assistance Commissions Best Practices Tool Kit, and all procedures as dictated by the State Board of Elections (SBE).

Elections Registered Voters



Figures represent Active & Inactive registration

(*Projected)

DEPARTMENT: ELECTIONS

DIVISION: 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.

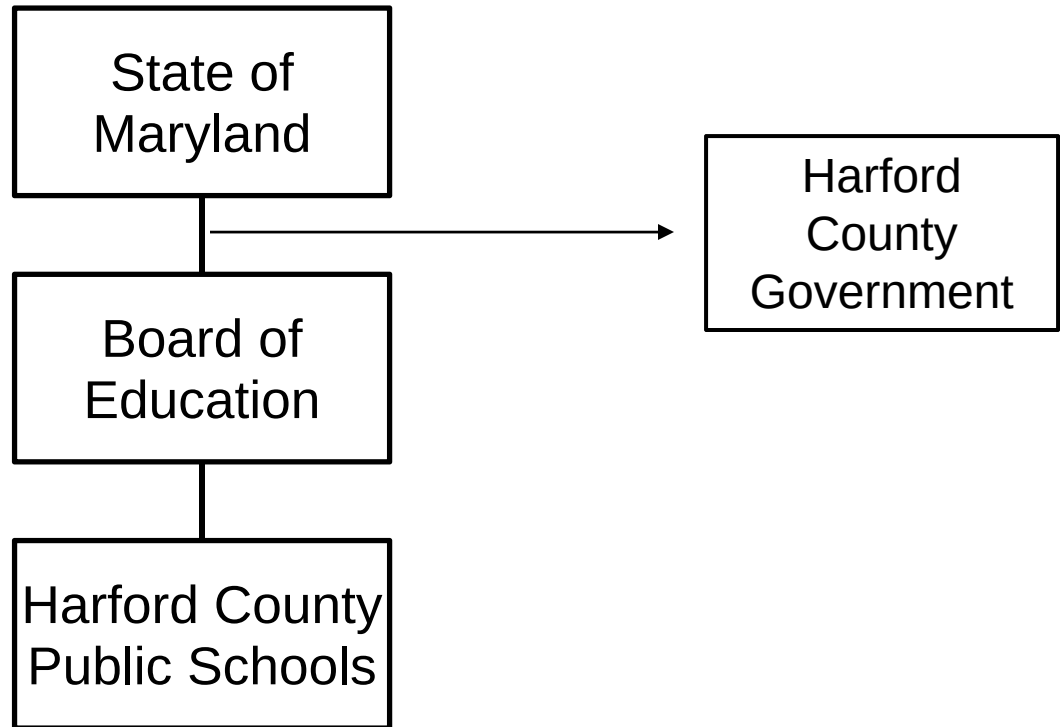
In addition, expenses include storage, maintenance, and preparation of the current voting equipment and the personnel to support these efforts.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	578,813	139,743	1,177,168	361,005	361,005
30	SUPPLIES & MATERIALS	53,033	0	126,940	87,725	87,725
40	BUSINESS & TRAVEL	3,635	0	3,400	2,200	2,200
80	INTER-GOV'T / INTER-FUND EXPENSES	673	53	3,000	1,500	1,500
	GRAND TOTAL	636,154	139,796	1,310,508	452,430	452,430
	<u>FUNDING SOURCE:</u>					
11	GENERAL	636,154	139,796	1,310,508	452,430	452,430

INDEX: 482000

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	An Alternative Education Program
<u>54</u>	<u>Total Number of Schools</u>

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.

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 12 BOARD OF EDUCATION OPERATING FUNDING:

		FY 11 APPROVED BUDGET	FY 12 ENACTED BUDGET	\$ CHANGE
County		214,061,789	214,291,627	229,838
State	Unrestricted	199,663,261	201,731,181	2,067,920
Federal	Unrestricted	650,000	650,000	0
Other	Unrestricted	2,720,958	2,564,958	(156,000)
		<u>417,096,008</u>	<u>419,237,766</u>	<u>2,141,758</u>
Fund Balance		5,432,714	8,294,472	2,861,758
Total Unrestricted Funds		422,528,722	427,532,238	5,003,516
State	Restricted	7,205,136	7,122,937	(82,199)
Federal	Restricted	29,537,986	18,284,329	(11,253,657)
Other	Restricted	154,957	73,850	(81,107)
Total Restricted Funds		36,898,079	25,481,116	(11,416,963)
Total Funding		<u>459,426,801</u>	<u>453,013,354</u>	<u>(6,413,447) *</u>

COUNTY FUNDING:

FY 11 ORIGINAL BUDGET	FY 12 ENACTED BUDGET	CHANGE
214,061,789	214,291,627	229,838

For FY 12 Maintenance of Effort decreased due to lower enrollment, therefore the County reduced funding from FY 11 by (\$613,244), thus still meeting the required Maintenance of Effort level.

After the adjustment for Maintenance of Effort, the County Executive appropriated additional funds for the following items, resulting in an overall increase from FY 11 of \$229,838:

\$500,000 To support the cost of opening the new Red Pump Road Elementary School

\$343,082 To support the Ag Magnet Program at North Harford High School and the International Baccalaureate Program at Edgewood High School

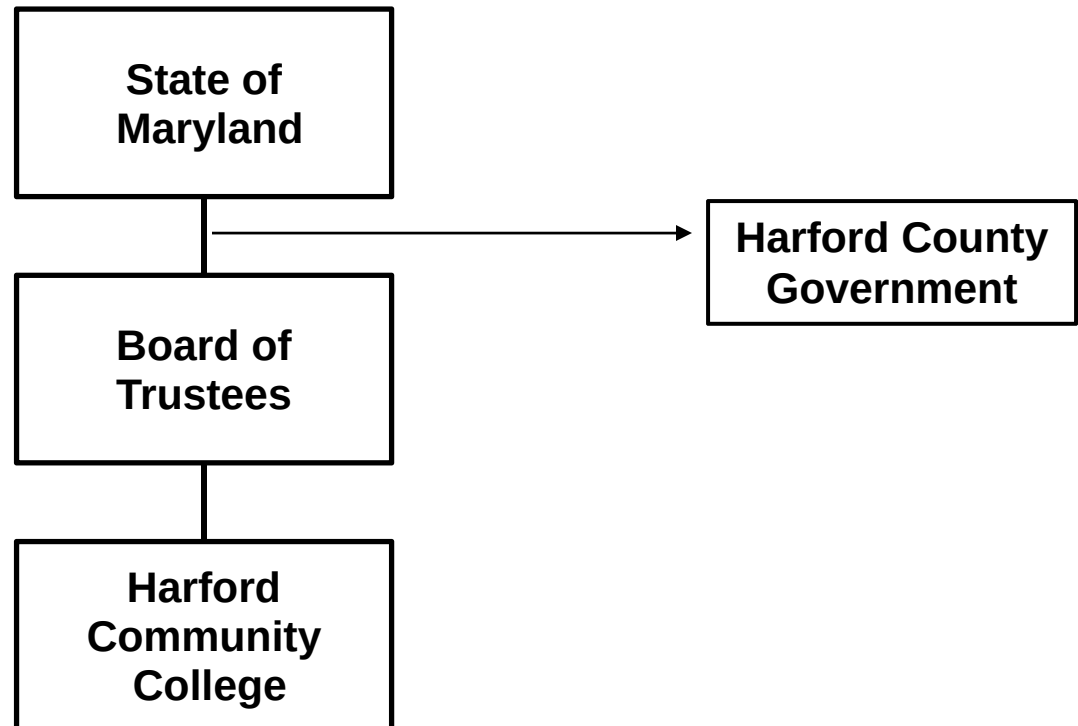
* The majority of the decrease in funding to the Board of Education is a direct result of a (\$9,544,015) reduction in Federal American Recovery and Reinvestment Act (ARRA) funds.

HARFORD COUNTY BOARD OF EDUCATION

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	<u>206,978,734</u>	<u>210,414,800</u>	<u>214,061,789</u>	<u>214,291,627</u>	<u>214,291,627</u>
	GRAND TOTAL	<u>206,978,734</u>	<u>210,414,800</u>	<u>214,061,789</u>	<u>214,291,627</u>	<u>214,291,627</u>
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	<u>206,978,734</u>	<u>210,414,800</u>	<u>214,061,789</u>	<u>214,291,627</u>	<u>214,291,627</u>
	GRAND TOTAL	<u>206,978,734</u>	<u>210,414,800</u>	<u>214,061,789</u>	<u>214,291,627</u>	<u>214,291,627</u>
	<u>SUMMARY BY DIVISION:</u>					
541000	PUBLIC SCHOOLS	<u>206,978,734</u>	<u>210,414,800</u>	<u>214,061,789</u>	<u>214,291,627</u>	<u>214,291,627</u>
	GRAND TOTAL	<u>206,978,734</u>	<u>210,414,800</u>	<u>214,061,789</u>	<u>214,291,627</u>	<u>214,291,627</u>

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 in 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 '11 - '12 KEY GOAL & OBJECTIVES

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.

- o To address the four-fold elements of the comprehensive community college
- o To address the recommendations of Middle States Accreditation
- o To expect the campus community to share the accountability for excellence in learning in all areas of instruction and services
- o To comply fully with Maryland Higher Education Commission (MHEC) regulations

HARFORD COMMUNITY COLLEGE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	<u>15,939,806</u>	<u>15,939,806</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	GRAND TOTAL	<u>15,939,806</u>	<u>15,939,806</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	<u>15,939,806</u>	<u>15,939,806</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	GRAND TOTAL	<u>15,939,806</u>	<u>15,939,806</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	<u>SUMMARY BY DIVISION:</u>					
561000	HARFORD COMMUNITY COLLEGE	<u>15,939,806</u>	<u>15,939,806</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	GRAND TOTAL	<u>15,939,806</u>	<u>15,939,806</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>

FINANCIAL NOTES:

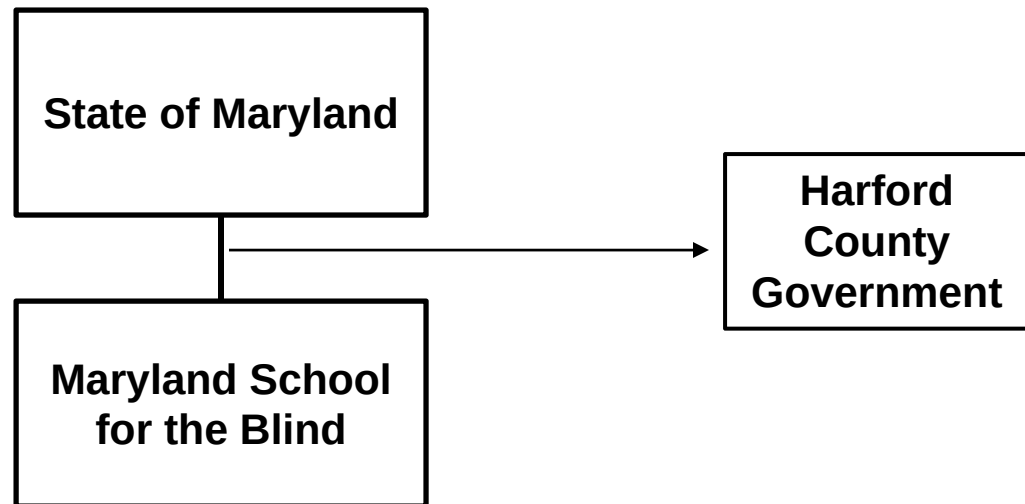
No increase in funds are provided to Harford Community College for FY 12.

	FY 11	FY 12	CHANGE
o	14,961,612	14,961,612	0 No change in funding



*Harford Community College
Hays-Heighe House*

MARYLAND SCHOOL FOR THE BLIND



MARYLAND SCHOOL FOR THE BLIND

ORIGIN/PURPOSE:

In 1853, the Maryland Institution for the Instruction of the Blind first opened its doors in downtown Baltimore. In 1868 the institution's name was changed to the Maryland School for the Blind. In 1908 the school moved to its present location in the Northeast corner of Baltimore City.

The school prides itself on treating the whole child and not just the disability. They provide instructional, residential, recreational, orientation, and mobility activities; plus health services, physical, speech and occupational therapies; and Braille instruction. They teach all of the basics, including math, reading, and science, in addition to the specialized services tailored to meet the needs of their students. A Drama Club, Boy Scouts, Arts & Crafts, and other activities are offered and students compete in swim meets, bowling, skiing, wrestling, and track.

Students who are "just" blind attend school in their local school districts where they learn in a classroom with their peers and remain close to their families and friends. Many of these students receive specialized support services from the Maryland School for the Blind.

More than 90% of the children served on campus have multiple disabilities and approximately 50% are classified as severely or profoundly disabled. Students from every county in Maryland stay on campus during the week.

VISION:

The Maryland School for the Blind strives to be:

- the premier statewide resource for the specific educational and living skill needs of all individuals with visual impairment (particularly ages 0 - 21) in Maryland;

- the statewide training center for those who work or live with individuals with visual impairment;

- a model demonstration site for the education and employment of individuals with visual impairment.

MISSION:

THE MARYLAND SCHOOL FOR THE BLIND EDUCATES CHILDREN AND YOUTH WITH VISUAL IMPAIRMENTS, INCLUDING THOSE WITH MULTIPLE DISABILITIES FOR FUNCTIONAL INDEPENDENCE

MARYLAND SCHOOL FOR THE BLIND

ALL FUND SUMMARY:

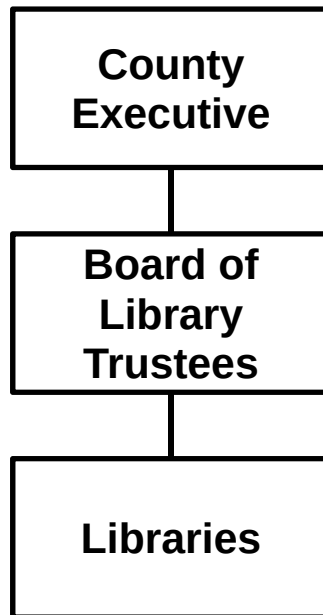
		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	SUMMARY BY CHARACTER:					
70	MISCELLANEOUS	36,720	64,512	71,250	71,250	71,250
	GRAND TOTAL	36,720	64,512	71,250	71,250	71,250
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	36,720	64,512	71,250	71,250	71,250
	GRAND TOTAL	36,720	64,512	71,250	71,250	71,250
	<u>SUMMARY BY DIVISION:</u>					
571000	MARYLAND SCHOOL FOR THE BLIND	36,720	64,512	71,250	71,250	71,250

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	71,250	71,250	0 The Education Article of the Annotated Code of Maryland, Section 8-310 had required each Maryland county to pay the Maryland School for the Blind \$200 a year for each blind child who is sent to the school from that county. Effective July 1, 2004, an amendment now requires each county to pay an amount, for each child sent to the school, equal to the local share of the basic cost of educating a student in that county. The basic local share of the cost to educate a child in Harford County will change from year to year. Harford County will be billed twice a year by the School for half of the tuition each time. This allocation is an approximation of these charges for FY 12.

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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 service outlets and one 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 '11 - '12 KEY GOALS AND OBJECTIVES:

TO HAVE A CULTURE WHERE INNOVATION IS THE NORM

- o Decrease cultural barriers to innovation
- o Increase the number of innovative internal methods and practices
- o Increase the number of innovation customer-focused programs and services

TO PROVIDE CUSTOMIZED SERVICES TO TARGETED AUDIENCES IN THE COMMUNITY

- o Increase support to school-aged children and teens
- o Improve library service to populations new to Harford County
- o Enhance the services we provide to our online community
- o Increase library access and resources for commuters

LIBRARIES

FY '11 - '12 KEY GOALS AND OBJECTIVES CONT'D:

TO USE ADVOCACY, PARTNERSHIPS, AND FUNDRAISING INITIATIVES TO INCREASE RESOURCES IN SUPPORT OF INNOVATIVE STRATEGIES

- o Increase key decision makers' level of understanding about Library initiatives and issues
- o Increase contributions to the Library from business partners within the community
- o Improve cooperation between the Library and HCPL Foundation to support fundraising efforts
- o Improve collaboration among HCPL Foundation, Friends groups, and the Library to support Friends efforts
- o Increase funding to support strategic objectives

TO MEET CUSTOMER TECHNOLOGY NEEDS BY PROVIDING THE LATEST TECHNOLOGY AND TRAINING

- o Increase understanding of library customers' technology needs
- o Increase the library's knowledge and use of innovative technologies
- o Increase organization's effectiveness in training staff in new and existing technologies
- o Increase customer usage of new and existing technologies

TO HELP THE COMMUNITY UNDERSTAND AND VALUE THE INNOVATIVE SERVICES PROVIDED BY HCPL

- o Increase in-house understanding of Marketing's role as an integral part of library service delivery
- o Increase advertising, publicity, and promotional efforts for library main events and improve library positioning in the community
- o Improve the quality of HCPL marketing materials
- o Increase funding for marketing

LIBRARIES

ALL FUND SUMMARY:

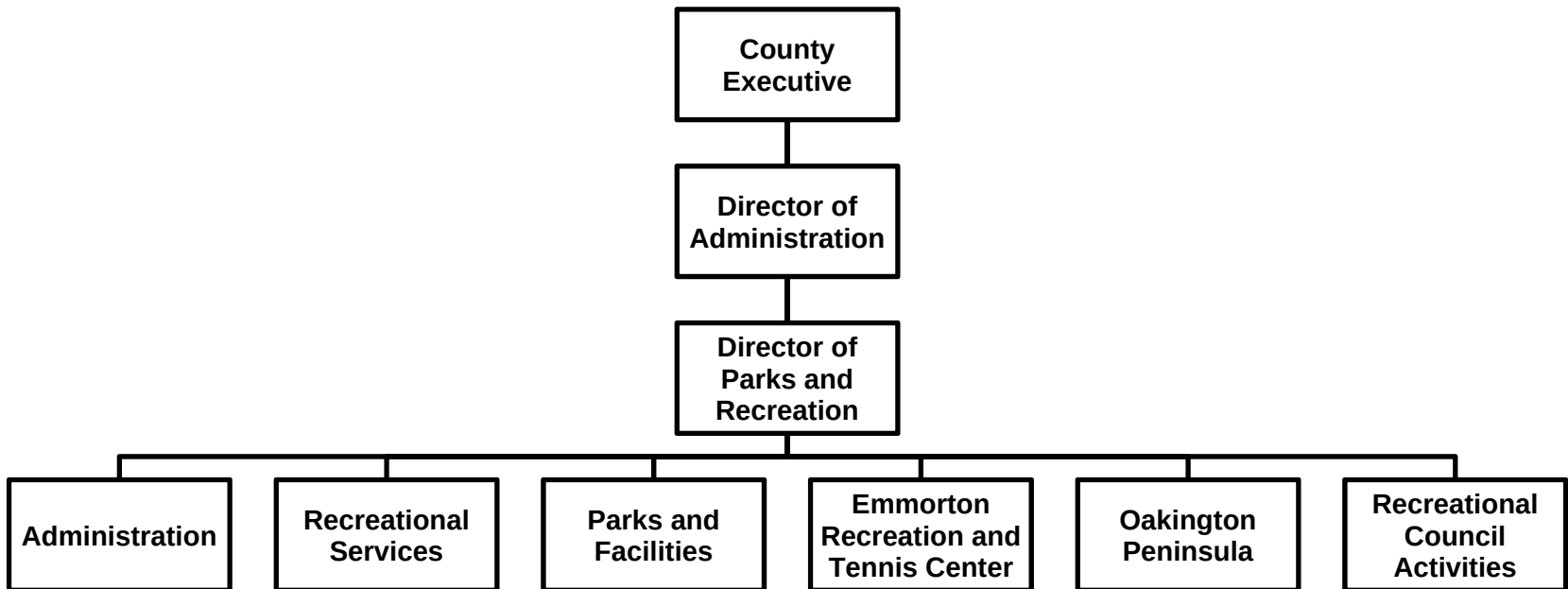
		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	17,867	0	0	0	0
70	MISCELLANEOUS	16,118,050	15,312,147	15,512,147	15,512,147	15,512,147
	GRAND TOTAL	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147
<u>SUMMARY BY FUND:</u>						
11	GENERAL	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147
	GRAND TOTAL	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147
<u>SUMMARY BY DIVISION:</u>						
581000	COUNTY LIBRARIES	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147
	GRAND TOTAL	16,135,917	15,312,147	15,512,147	15,512,147	15,512,147

FINANCIAL NOTES:

No increase in funds are provided to the Libraries for FY 12.

	FY 11	FY 12	CHANGE
o	15,512,147	15,512,147	0 Payments to Other Gov't Agencies - no funding change

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 & Recreation is divided into four primary areas of responsibility: **Administration, Facilities & Operations, Capital Planning & Development, and Recreational Services.** These areas are responsible for operating and maintaining park facilities, 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 appointed Advisory Board and interested volunteers in 21 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 programs after school and weekends. These agreements allow the development of additional facilities at schools when the need is demonstrated.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. In order to comply with GASB Statement #34, legislation was passed by the Harford County Council to establish a new Parks and Recreation Special Revenue (Fund 26) to account for activities that are of a self-sustaining nature. In FY 02, the following Parks and Recreation activities qualified for this special fund: Emmorton Tennis and Recreation Center, Oakington Peninsula, and Recreational Council Special Activities and Skate Park.

MISSION STATEMENT:

TO ENHANCE THE LIVES OF ALL OUR CITIZENS BY PROVIDING A DIVERSIFIED MENU OF LEISURE OPPORTUNITIES; THE ACQUISITION AND PROTECTION OF OPEN SPACE; THE DEVELOPMENT, OPERATION, AND MANAGEMENT OF ADEQUATE PUBLIC RECREATION FACILITIES; AND THE ADHERENCE TO A STRONG ENVIRONMENTAL ETHIC

FY '11 - '12 KEY GOALS:

- 1 TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE
- 2 TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE LEISURE NEEDS OF OUR COMMUNITIES
- 3 TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS WHICH SATISFIES THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS
- 4 TO OPERATE MULTIFUNCTIONAL LEISURE FACILITIES WITH REVENUE PRODUCING COMPONENTS
- 5 TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY

PARKS AND RECREATION

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	7,659,941	7,489,412	7,415,349	7,929,689	7,929,689
20	CONTRACTUAL SERVICES	1,339,214	1,307,016	1,520,444	1,479,076	1,479,076
30	SUPPLIES & MATERIALS	565,067	466,005	517,485	479,915	479,915
40	BUSINESS & TRAVEL	377,419	339,700	374,050	346,950	346,950
50	CAPITAL OUTLAY	83,566	35,651	4,575	26,500	26,500
70	MISCELLANEOUS	84,982	72,731	80,438	80,438	80,438
80	INTER-GOV'T/INTERFUND EXPENSES	5,735	12,161	16,876	200	200
	GRAND TOTAL	10,115,924	9,722,676	9,929,217	10,342,768	10,342,768

SUMMARY BY FUND:

11	GENERAL	9,462,651	9,034,352	9,166,709	9,492,032	9,492,032
26	PARKS AND RECREATION	653,273	688,324	762,508	850,736	850,736
	GRAND TOTAL	10,115,924	9,722,676	9,929,217	10,342,768	10,342,768

SUMMARY BY DIVISION:

GENERAL FUND:

591000	ADMINISTRATION	788,536	753,740	750,968	767,883	767,883
593000	RECREATIONAL SERVICES	2,699,982	2,545,659	2,541,062	2,669,653	2,669,653
595000	PARKS & FACILITIES	5,974,133	5,734,953	5,874,679	6,054,496	6,054,496

PARKS AND RECREATION FUND:

593002	EMMORTON RECREATION & TENNIS CENTER	259,806	273,778	322,640	301,073	301,073
593003	OAKINGTON PENINSULA	276,240	264,107	273,158	364,560	364,560
593004	RECREATIONAL COUNCIL ACTIVITIES	117,227	150,439	166,710	185,103	185,103
	GRAND TOTAL	10,115,924	9,722,676	9,929,217	10,342,768	10,342,768

SUMMARY OF GRANT BUDGETS

44,038

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - GENERAL FUND</u>						
Administrative Assistant I	8.00	415,990	9.00	449,090	9.00	455,817
Administrative Assistant II	3.00	183,462	4.00	220,762	5.00	243,937
Administrative Secretary II	1.00	62,167	1.00	62,167	1.00	62,167
Administrative Specialist II	1.00	61,339	1.00	61,339	1.00	61,339
Chief of Parks and Facilities	2.00	193,542	1.00	0	1.00	0
Chief of Parks and Recreation	1.00	104,624	1.00	104,624	1.00	104,624
Civil Engineer III	1.00	86,167	1.00	86,167	1.00	86,167
Crew Chief	3.00	152,236	3.00	152,236	3.00	152,236
Crew Leader I	0.00	0	7.00	265,289	7.00	265,823
Crew Leader II	0.00	0	1.00	47,101	1.00	47,101
Custodial Worker II	10.00	329,827	12.00	402,235	13.00	450,276
Director, Parks and Recreation	1.00	121,217	1.00	115,000	1.00	115,000
Engineering Associate V	1.00	67,080	1.00	67,080	1.00	67,080
Maintenance Mechanic I	2.00	77,039	2.00	77,039	2.00	77,039
Maintenance Mechanic II	3.00	166,962	3.00	166,962	3.00	166,962
Maintenance Worker I	12.00	325,960	11.00	298,526	11.00	323,347
Maintenance Worker II	9.00	282,054	9.00	287,458	9.00	255,402
Maintenance Supervisor	2.00	137,995	2.00	137,995	2.00	137,995
Management Assistant II	0.00	0	1.00	65,000	1.00	60,340
Park Building Maintenance Worker	5.00	178,191	5.00	178,191	5.00	178,191
Park Maintenance Crew Leader I	8.00	311,018	0.00	0	0.00	0
Planner II	1.00	58,885	0.00	0	0.00	0
Planner III	0.00	0	1.00	61,829	1.00	61,829
Recreation Specialist III	5.00	240,732	5.00	240,732	3.00	144,066
Recreation Specialist IV	2.00	112,404	1.00	52,800	1.00	52,800
Recreation Specialist V	10.00	772,237	11.00	831,841	12.50	901,489
Secretary I	2.00	68,763	1.00	37,930	0.00	0
Storekeeper	1.00	30,221	0.00	0	0.00	0
Utility Worker I	3.00	153,646	3.00	153,646	3.00	153,646
Utility Worker II	1.00	46,500	1.00	46,500	1.00	46,500
FULL-TIME SALARIES	98.00	4,740,258	99.00	4,669,539	99.50	4,671,173
SALARY OFFSET		0		(29,545)		(29,545)
TOTAL FULL-TIME SALARIES	98.00	4,740,258	99.00	4,639,994	99.50	4,641,628

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - GENERAL FUND (CONT'D)</u>						
PART-TIME SALARIES						
Custodial Worker II	3.50	99,615	3.00	85,453	2.50	55,742
TOTAL PART-TIME SALARIES	3.50	99,615	3.00	85,453	2.50	55,742
TEMPORARY SALARIES		398,212		236,226		221,751
TOTAL 27TH PAY		0		0		227,770
FURLOUGH SAVINGS		(104,346)		0		0
SUB-TOTAL P & R - GENERAL	<u>101.50</u>	<u>5,133,739</u>	<u>102.00</u>	<u>4,961,673</u>	<u>102.00</u>	<u>5,146,891</u>
 <u>PARKS AND RECREATION - SPECIAL REVENUE FUND</u>						
Community Resources Coordinator	1.00	58,335	1.00	58,335	1.00	58,335
Custodial Worker II	2.00	83,705	1.00	37,953	1.00	37,953
Recreation Specialist V	0.00	0	0.00	0	0.50	45,752
TOTAL FULL-TIME SALARIES	3.00	142,040	2.00	96,288	2.50	142,040
TEMPORARY SALARIES		185,240		193,966		178,202
TOTAL 27TH PAY		0		0		14,281
FURLOUGH SAVINGS		(3,860)		0		0
SUB-TOTAL P & R - SPECIAL REV FUND	<u>3.00</u>	<u>323,420</u>	<u>2.00</u>	<u>290,254</u>	<u>2.50</u>	<u>334,523</u>

STAFF SUMMARY

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		513,612		411,407		637,559
Workers' Compensation		192,691		172,711		125,668
Health Benefits		1,078,280		1,081,989		1,196,013
Overtime & Shift Differential		129,055		75,012		68,797
FICA		440,629		407,387		405,462
Miscellaneous		15,120		14,916		14,776
TOTAL OTHER PERSONAL SERVICES		2,369,387		2,163,422		2,448,275

<u>PARKS AND RECREATION TOTALS</u>						
TOTAL FULL-TIME SALARIES	101.00	4,882,298	101.00	4,736,282	102.00	4,783,668
TOTAL PART-TIME SALARIES	3.50	99,615	3.00	85,453	2.50	55,742
TOTAL TEMPORARY SALARIES		583,452		430,192		399,953
TOTAL OTHER PERSONAL SERVICES		2,369,387		2,163,422		2,448,275
TOTAL 27TH PAY		0		0		242,051
TOTAL FURLOUGH SAVINGS		(108,206)		0		0
PARKS & RECREATION SALARY TOTAL	104.50	7,826,546 *	104.00	7,415,349	104.50	7,929,689

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

PARKS AND RECREATION

GENERAL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	7,258,334	7,091,946	7,013,761	7,461,570	7,461,570
20	CONTRACTUAL SERVICES	1,138,216	1,069,807	1,232,409	1,185,934	1,185,934
30	SUPPLIES & MATERIALS	517,030	415,379	452,410	420,175	420,175
40	BUSINESS & TRAVEL	374,788	336,677	370,815	343,715	343,715
50	CAPITAL OUTLAY	83,566	35,651	0	0	0
70	MISCELLANEOUS	84,982	72,731	80,438	80,438	80,438
80	INTER-GOV'T/INTER-FUND EXPENSES	5,735	12,161	16,876	200	200
	GRAND TOTAL	9,462,651	9,034,352	9,166,709	9,492,032	9,492,032

SUMMARY BY FUND:

11	GENERAL	9,462,651	9,034,352	9,166,709	9,492,032	9,492,032
	GRAND TOTAL	9,462,651	9,034,352	9,166,709	9,492,032	9,492,032

SUMMARY BY DIVISION:

591000	ADMINISTRATION	788,536	753,740	750,968	767,883	767,883
593000	RECREATIONAL SERVICES	2,699,982	2,545,659	2,541,062	2,669,653	2,669,653
595000	PARKS & FACILITIES	5,974,133	5,734,953	5,874,679	6,054,496	6,054,496
	GRAND TOTAL	9,462,651	9,034,352	9,166,709	9,492,032	9,492,032

SUMMARY OF GRANT BUDGETS

44,038

DEPARTMENT STAFF SUMMARY

PARKS AND RECREATION - GENERAL FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	8.00	415,990	9.00	449,090	9.00	455,817
Administrative Assistant II	3.00	183,462	4.00	220,762	5.00	243,937
Administrative Secretary II	1.00	62,167	1.00	62,167	1.00	62,167
Administrative Specialist II	1.00	61,339	1.00	61,339	1.00	61,339
Chief of Parks and Facilities	2.00	193,542	1.00	0	1.00	0
Chief of Parks and Recreation	1.00	104,624	1.00	104,624	1.00	104,624
Civil Engineer III	1.00	86,167	1.00	86,167	1.00	86,167
Crew Chief	3.00	152,236	3.00	152,236	3.00	152,236
Crew Leader I	0.00	0	7.00	265,289	7.00	265,823
Crew Leader II	0.00	0	1.00	47,101	1.00	47,101
Custodial Worker II	10.00	329,827	12.00	402,235	13.00	450,276
Director, Parks and Recreation	1.00	121,217	1.00	115,000	1.00	115,000
Engineering Associate V	1.00	67,080	1.00	67,080	1.00	67,080
Maintenance Mechanic I	2.00	77,039	2.00	77,039	2.00	77,039
Maintenance Mechanic II	3.00	166,962	3.00	166,962	3.00	166,962
Maintenance Worker I	12.00	325,960	11.00	298,526	11.00	323,347
Maintenance Worker II	9.00	282,054	9.00	287,458	9.00	255,402
Maintenance Supervisor	2.00	137,995	2.00	137,995	2.00	137,995
Management Assistant II	0.00	0	1.00	65,000	1.00	60,340
Park Building Maintenance Worker	5.00	178,191	5.00	178,191	5.00	178,191
Park Maintenance Crew Leader I	8.00	311,018	0.00	0	0.00	0
Planner II	1.00	58,885	0.00	0	0.00	0
Planner III	0.00	0	1.00	61,829	1.00	61,829
Recreation Specialist III	5.00	240,732	5.00	240,732	3.00	144,066
Recreation Specialist IV	2.00	112,404	1.00	52,800	1.00	52,800
Recreation Specialist V	10.00	772,237	11.00	831,841	12.50	901,489
Secretary I	2.00	68,763	1.00	37,930	0.00	0
Storekeeper	1.00	30,221	0.00	0	0.00	0
Utility Worker I	3.00	153,646	3.00	153,646	3.00	153,646
Utility Worker II	1.00	46,500	1.00	46,500	1.00	46,500
FULL-TIME SALARIES	98.00	4,740,258	99.00	4,669,539	99.50	4,671,173
SALARY OFFSET		0		(29,545)		(29,545)
TOTAL FULL-TIME SALARIES	98.00	4,740,258	99.00	4,639,994	99.50	4,641,628

DEPARTMENT STAFF SUMMARY

PARKS AND RECREATION - GENERAL FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES						
Custodial Worker II	<u>3.50</u>	<u>99,615</u>	<u>3.00</u>	<u>85,453</u>	<u>2.50</u>	<u>55,742</u>
TOTAL PART-TIME SALARIES	3.50	99,615	3.00	85,453	2.50	55,742
TEMPORARY SALARIES						
	<u> </u>	<u>398,212</u>	<u> </u>	<u>236,226</u>	<u> </u>	<u>221,751</u>
SALARY TOTAL	<u><u>101.50</u></u>	<u><u>5,238,085</u></u>	<u><u>102.00</u></u>	<u><u>4,961,673</u></u>	<u><u>102.00</u></u>	<u><u>4,919,121</u></u>
OTHER PERSONAL SERVICES						
Pension & Retirement		495,155		398,888		613,324
Workers' Compensation		187,397		169,444		121,857
Health Benefits		1,027,919		1,031,527		1,130,412
Overtime & Shift Differential		105,790		54,147		54,932
FICA		413,812		383,586		380,008
Miscellaneous		<u>14,560</u>		<u>14,496</u>		<u>14,146</u>
TOTAL OTHER PERSONAL SERVICES		2,244,633		2,052,088		2,314,679
TOTAL 27TH PAY		0		0		227,770
FURLOUGH SAVINGS		<u>(104,346)</u>		<u>0</u>		<u>0</u>
TOTAL PERSONAL SERVICES	<u><u>101.50</u></u>	<u><u>7,378,372 *</u></u>	<u><u>102.00</u></u>	<u><u>7,013,761</u></u>	<u><u>102.00</u></u>	<u><u>7,461,570</u></u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PARKS AND RECREATION

DIVISION: Administration

INDEX: 591000

ORIGIN/PURPOSE:

The Office of the Director, with advice and counsel from staff and Advisory Board, establish and interpret policy and provide support services for the various divisions within the department.

These services include budget management for six operating budget indices, 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 '11 - '12 GOAL:

1 TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	763,270	734,103	729,218	748,433	748,433
20	CONTRACTUAL SERVICES	12,237	14,551	12,800	12,800	12,800
30	SUPPLIES & MATERIALS	5,580	2,442	4,450	2,425	2,425
40	BUSINESS & TRAVEL	6,386	2,644	4,500	4,225	4,225
50	CAPITAL OUTLAY	300	0	0	0	0
70	MISCELLANEOUS	763	0	0	0	0
	GRAND TOTAL	788,536	753,740	750,968	767,883	767,883
<u>FUNDING SOURCE:</u>						
11	GENERAL	788,536	753,740	750,968	767,883	767,883

DEPARTMENT: PARKS AND RECREATION**DIVISION: Administration****INDEX: 591000****FINANCIAL NOTES:**

The \$16,915 net increase in funding for Parks & Recreation - Administration is the result of:

	FY 11	FY 12	CHANGE
o		24,669	24,669 Additional funds provided for a 27th pay which will occur in FY 12
o	556,249	537,464	(18,785) Full Time Salaries
		(18,785)	Staff Turnover (3.38%)
o	77,423	76,419	(1,004) Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	45,612	63,304	17,692 Pension/Retirement rate adjustments
o	6,769	4,849	(1,920) Workers' Compensation rate adjustments
o	42,045	40,608	(1,437) FICA adjustments
o	8,250	5,925	(2,325) Line items significantly adjusted, based on actual expense history or state of the economy:

FY 11	FY 12	Change	
3,000	1,500	(1,500)	General Office Supplies
600	200	(400)	Duplicating Machine Supplies
250	125	(125)	Computer Hardware Components
4,000	2,500	(1,500)	Mileage
0	700	700	Lodging
200	500	300	Membership Fees
200	400	200	Training Seminars
<u>8,250</u>	<u>5,925</u>	<u>(2,325)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND
DIVISION: ADMINISTRATION

Index No. 591000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	129,276	3.00	166,576	3.00	152,451
Administrative Secretary II	1.00	62,167	1.00	62,167	1.00	62,167
Administrative Specialist II	1.00	61,339	1.00	61,339	1.00	61,339
Chief, Parks & Facilities	1.00	92,969	0.00	0	0.00	0
Civil Engineer III	1.00	86,167	1.00	86,167	1.00	86,167
Director, Parks and Recreation	1.00	121,217	1.00	115,000	1.00	115,000
Management Assistant II	0.00	0	1.00	65,000	1.00	60,340
Secretary I	1.00	30,833	0.00	0	0.00	0
SALARY TOTAL	8.00	583,968	8.00	556,249	8.00	537,464
OTHER PERSONAL SERVICES						
Pension & Retirement		60,826		45,612		63,304
Workers' Compensation		7,604		6,769		4,849
Health Benefits		73,638		77,423		76,419
FICA		43,780		42,045		40,608
Miscellaneous		1,120		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		186,968		172,969		186,300
TOTAL 27TH PAY COST		0		0		24,669
FURLOUGH SAVINGS		(12,089)		0		0
TOTAL PERSONAL SERVICES	8.00	758,847	8.00	729,218	8.00	748,433

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PARKS AND RECREATION - ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide for burgeoning recreation needs within the development envelope as well as county-wide.

Department Objective

To acquire large parcels of open space along the outskirts of the development envelope where land is more readily available and less expensive to purchase. Design and develop regional multi-purpose facilities to meet the leisure needs of multiple recreation councils in a more efficient manner.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$2,500,000	\$750,000	\$14,366	\$545,000	\$5,200,000
Number of staff	3	3	3	2	2
<u>Output:</u>					
Number of open space acquisitions for future regional facilities	2	0	0	0	0
Number of acres of future regional facilities	129	0	0	0	0
<u>Efficiency:</u>					
Cost of sites for future regional facilities	\$2,850,000	\$500,000	\$0	\$0	\$0
<u>Service Quality:</u>					
Degree to which acquired land addresses expressed needs.	High	*	*	*	*
<u>Outcome:</u>					
Number of sites suitable for regional facilities.	2	0	0	0	0

Explanation and Analysis of Performance Measures Lack of sufficient open space within the development envelope has made it necessary to explore alternatives outside or on the limits of the envelope in order to design and construct multi-purpose regional facilities which will more efficiently address Community and County leisure needs.

Major Related Plans and Policies Master Plan; Expressed needs of Recreation Councils; calculations of facility deficiencies; 2005 Land Preservation, Parks and Recreation plan.

***Due to restricted revenues from Program Open Space, no regional facility acquisitions are planned for FY 2011 or FY 2012.**

DEPARTMENT: PARKS AND RECREATION

DIVISION: 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 level.

FY '11 - '12 GOAL:

2 TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE LEISURE NEEDS OF OUR COMMUNITIES

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	2,366,408	2,352,869	2,315,716	2,465,232	2,465,232
20	CONTRACTUAL SERVICES	182,653	68,684	77,808	74,308	74,308
30	SUPPLIES & MATERIALS	53,790	37,689	49,050	40,450	40,450
40	BUSINESS & TRAVEL	27,403	13,994	28,050	19,225	19,225
50	CAPITAL OUTLAY	12,304	0	0	0	0
70	MISCELLANEOUS	57,424	72,423	70,438	70,438	70,438
	GRAND TOTAL	<u>2,699,982</u>	<u>2,545,659</u>	<u>2,541,062</u>	<u>2,669,653</u>	<u>2,669,653</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>2,699,982</u>	<u>2,545,659</u>	<u>2,541,062</u>	<u>2,669,653</u>	<u>2,669,653</u>

DEPARTMENT: PARKS AND RECREATION

DIVISION: Recreational Services

INDEX: 593000

FINANCIAL NOTES:

The \$128,591 net increase in funding for Parks & Recreation - Recreational Services is the result of:

	FY 11	FY 12	CHANGE	
o		78,104	78,104	Additional funds provided for a 27th pay which will occur in FY 12
o	1,654,372	1,675,003	20,631	Full Time Salaries
			<u>20,631</u>	Salary Adjustments based on recommendation of the Dept of Human Resources
o	278,243	323,595	45,352	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o		(65,520)	(65,520)	50% of a Recreation Specialist V position transferred to Parks & Recreation Special Revenue - Oakington Peninsula
			# of Positions	Salary
			(0.50)	(45,752)
				Fringe
				(19,768)
				Total
				(65,520)
o	136,901	220,565	83,664	Pension/Retirement rate adjustments
o	53,731	39,438	(14,293)	Workers' Compensation rate adjustments
o	130,980	132,558	1,578	FICA adjustments
o	16,200	3,000	(13,200)	Fuel Charges - employees are no longer assigned County vehicles

DEPARTMENT: PARKS AND RECREATION**DIVISION: Recreational Services****INDEX: 593000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	69,300	61,500	(7,800)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	13,000	10,000	(3,000)	Office Equipment
	2,000	1,500	(500)	Other Professional Services
	14,500	14,000	(500)	General Office Supplies
	1,000	500	(500)	Printing - Commercial
	9,800	8,000	(1,800)	Duplicating Machine Supplies
	2,000	1,500	(500)	General Office Mailing
	1,500	1,200	(300)	Other Food Supplies
	20,000	15,000	(5,000)	Recreation Supplies
	5,500	8,500	3,000	Mileage
	0	1,300	1,300	Lodging
	<u>69,300</u>	<u>61,500</u>	<u>(7,800)</u>	
o	70,438	70,438	0	Miscellaneous
	FY 11	FY 12	Change	
	26,400	26,400	0	Recreation fees for disadvantaged children and John Archer evening recreation program
	44,038	44,038	0	John Archer After School Child Care and summer camp
	<u>70,438</u>	<u>70,438</u>	<u>0</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND
DIVISION: RECREATIONAL SERVICES

Index No. 593000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	8.00	415,990	8.00	415,990	9.00	455,817 A
Chief of Parks and Recreation	1.00	104,624	1.00	104,624	1.00	104,624
Recreation Specialist III	5.00	240,732	5.00	240,732	3.00	144,066
Recreation Specialist IV	2.00	112,404	1.00	52,800	1.00	52,800 B
Recreation Specialist V	10.00	772,237	11.00	831,841	12.50	901,489 C
Secretary I	1.00	37,930	1.00	37,930	0.00	0
FULL-TIME SALARIES	27.00	1,683,917	27.00	1,683,917	26.50	1,658,796
SALARY OFFSET				(29,545)		(29,545) D
TOTAL FULL-TIME SALARIES	27.00	1,683,917	27.00	1,654,372	26.50	1,629,251
TEMPORARY SALARIES		63,480		57,773		57,773
SALARY TOTAL	27.00	1,747,397	27.00	1,712,145	26.50	1,687,024
OTHER PERSONAL SERVICES						
Pension & Retirement		164,043		136,901		214,617
Workers' Compensation		58,926		53,731		37,992
Health Benefits		287,615		278,243		314,791
FICA		133,676		130,980		129,058
Miscellaneous		3,780		3,716		3,646
TOTAL OTHER PERSONAL SERVICES		648,040		603,571		700,104
TOTAL 27TH PAY COST		0		0		78,104
FURLOUGH SAVINGS		(34,860)		0		0
TOTAL PERSONAL SERVICES	27.00	2,360,577 *	27.00	2,315,716	26.50	2,465,232

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Secretary I position reclassified to Administrative Assistant I - #0587

B - One (1) Recreation Specialist III position reclassified to Recreation Specialist IV - #3500

C - 50% of one (1) Recreation Specialist V position moved to Parks & Recreation Special Revenue - Oakington Peninsula - #593003 - #0627; one (1) Recreation Specialist IV position reclassified to Recreation Specialist V - # 0602; and one (1) Recreation Specialist III position reclassified to a Recreation Specialist V - #3093

D - One (1) Recreation Specialist V salary partially offset (46%) by the Anita Leight Estuary grant - #2162

DEPARTMENT OF PARKS & RECREATION - RECREATIONAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To be receptive to the individual and collective recreational needs of our communities through the creation of a diversified selection of leisure programs.

Department Objective

To increase the quantity and diversity of programs and opportunities in therapeutic, adventure, adult and environmental recreation.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated for recreation	\$2,599,635	\$2,699,982	\$2,354,870	\$2,541,062	\$2,669,653
Number of recreation staff	25	27	27	27	26.5
Number of therapeutic recreation staff	1	1	1	1	1
<u>Output:</u>					
Number of recreation programs	2,011	2,313	2,884	3,028	3,149
Number of therapeutic programs	237	598	603	610	615
Total # of programs	2,248	2,911	3,487	3,638	3,764
<u>Efficiency:</u>					
Number of participants per staff member	3,380	3,887	2,583	2,632	2,742
Sq. feet of building space each staffer is responsible for	9,183	8,928	8,378	9,552	9,552
<u>Outcome:</u>					
Number of therapeutic recreation program participants	11,806	15,251	15,296	15,565	16,065
Total number of participants in recreation programs	82,710	95,117	72,311	73,694	76,781

Explanation and Analysis of Performance Measures

Popularity in therapeutic recreation programs continue to grow. We don't expect our recreation staff or support staff to increase over the coming years. The Woodshop came on line in FY 2010. The Chenoweth building came on line in FY 2011.

Major Related Plans and Policies

As part of BRAC plans to ready Harford County for additional citizens, our therapeutic recreation division will be planning more programs for special needs individuals. The Woodshop's membership continues to grow attracting adults county-wide as does the number of general recreation programs.

DEPARTMENT: PARKS AND RECREATION

DIVISION: Parks and Facilities

INDEX: 595000

ORIGIN/PURPOSE:

The Division of Parks and Facilities includes two operating groups - the Division of Capital Planning and Development, and the Division of Facilities and Operations. The Division of Capital Planning and Development is responsible for park land acquisition and development projects at park sites, school sites, and in the incorporated municipalities. The Division also manages the preparation and update of the Land Preservation 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 Division of Facilities and Operations is responsible for renovating and maintaining Harford County park sites and facilities in a safe and usable condition. Building maintenance for all Parks and Recreation Centers, historic buildings, event venues and other structures is handled through this Division. Additionally, in accordance with the Joint Use Agreement with Harford County Public Schools, this Division maintains bleachers, tennis courts, infields of baseball/softball diamonds, and athletic fields (soccer/lacrosse/football) at schools. It coordinates with other County agencies in snow removal on County roads, as well as park sites. The Division is also responsible for the monitoring of maintenance and repair to approximately 403 pieces of equipment. It handles the clearing of trash from park facilities and schools.

FY '11 - '12 GOAL:

- 3 TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS WHICH SATISFIES THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS

DEPARTMENT: PARKS AND RECREATION**DIVISION: Parks and Facilities****INDEX: 595000****ALL FUND SUMMARY:**

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	4,128,656	4,004,974	3,968,827	4,247,905	4,247,905
20	CONTRACTUAL SERVICES	943,326	986,572	1,141,801	1,098,826	1,098,826
30	SUPPLIES & MATERIALS	457,660	375,248	398,910	377,300	377,300
40	BUSINESS & TRAVEL	340,999	320,039	338,265	320,265	320,265
50	CAPITAL OUTLAY	70,962	35,651	0	0	0
70	MISCELLANEOUS	26,795	308	10,000	10,000	10,000
80	INTER-GOV'T / INTER-FUND EXPENSES	5,735	12,161	16,876	200	200
	GRAND TOTAL	<u>5,974,133</u>	<u>5,734,953</u>	<u>5,874,679</u>	<u>6,054,496</u>	<u>6,054,496</u>
<u>FUNDING SOURCE:</u>						
11	GENERAL	<u>5,974,133</u>	<u>5,734,953</u>	<u>5,874,679</u>	<u>6,054,496</u>	<u>6,054,496</u>

FINANCIAL NOTES:

The \$179,817 net increase in funding for Parks & Recreation - Parks and Facilities is the result of:

	FY 11	FY 12	CHANGE	
o		124,997	124,997	Additional funds provided for a 27th pay which will occur in FY 12
o	2,429,373	2,448,253	18,880	Full Time Salaries
			8,179	Salary Adjustments based on the recommendations of the Dept of Human Resources
			40,901	Staff Turnover 1.68%
			<u>(30,200)</u>	Offset - One (1) vacant Maintenance Worker II position unfunded in FY 12
			<u>18,880</u>	

DEPARTMENT: PARKS AND RECREATION**DIVISION: Parks and Facilities****INDEX: 595000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	85,453	69,072	(16,381) Part Time Salaries
			(3,281) Staff Turnover (3.84%)
			(13,100) Offset - One (1) part-time vacant Custodial Worker II unfunded in FY 12
			<u>(16,381)</u>
o		17,650	17,650 One part-time Custodial Worker II converted to full-time due to workload:
			# of Positions Salary Fringe Total
			1.00 26,660 12,229 38,889
			<u>(0.50) (13,330) (7,909) (21,239)</u>
			<u>0.50 13,330 4,320 17,650</u>
o	178,453	163,978	(14,475) Temporary Salaries - decreased due to state of the economy
o	675,861	738,493	62,632 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	216,375	333,030	116,655 Pension/Retirement rate adjustments
o	108,944	78,797	(30,147) Workers' Compensation rate adjustments
o	8,752	9,537	785 Shift Differential based on actual expense history
o	210,561	209,323	(1,238) FICA adjustments

DEPARTMENT: PARKS AND RECREATION**DIVISION: Parks and Facilities****INDEX: 595000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	1,327,369	1,241,750	(85,619)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	4,500	1,000	(3,500)	Vehicle & Operating Equipment
	27,168	21,000	(6,168)	Other Rents & Utilities
	600,668	518,000	(82,668)	Electricity
	27,000	30,000	3,000	Heating Fuel (Oil)
	112,263	110,000	(2,263)	County Facilities Repair & Renovations
	3,200	6,000	2,800	Operating Equipment
	90,900	135,000	44,100	Grounds Maintenance
	65,180	67,000	1,820	Building / Custodial Service
	1,500	750	(750)	General Office Mailing
	42,800	35,000	(7,800)	Janitorial Supplies & Equipment
	4,000	3,500	(500)	Meals - Special Purpose
	136,690	125,000	(11,690)	Landscape & Grounds Maintenance
	1,000	300	(700)	Computer Hardware Components
	1,400	500	(900)	Tire & Tubes
	1,500	3,500	2,000	Other Supplies & Materials
	133,000	125,000	(8,000)	Fuel Charges
	59,000	53,000	(6,000)	Non-Targeted Charges-FVS
	11,000	7,000	(4,000)	Vehicle/Equipment-Parts-FVS
	4,600	200	(4,400)	Fleet Daily Carpool Rentals
	<u>1,327,369</u>	<u>1,241,750</u>	<u>(85,619)</u>	
o	12,276	0	(12,276)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND
DIVISION: PARKS AND FACILITIES

Index No. 595000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0.00	1.00	33,100	0.00	0
Administrative Assistant II	1.00	54,186	1.00	54,186	2.00	91,486 A
Chief of Parks and Facilities	1.00	100,573	1.00	0	1.00	0 B
Crew Chief	3.00	152,236	3.00	152,236	3.00	152,236
Crew Leader I	0.00	0	7.00	265,289	7.00	265,823
Crew Leader II	0.00	0	1.00	47,101	1.00	47,101
Custodial Worker II	10.00	329,827	12.00	402,235	13.00	450,276 C
Engineering Associate V	1.00	67,080	1.00	67,080	1.00	67,080
Maintenance Mechanic I	2.00	77,039	2.00	77,039	2.00	77,039
Maintenance Mechanic II	3.00	166,962	3.00	166,962	3.00	166,962
Maintenance Worker I	12.00	325,960	11.00	298,526	11.00	323,347
Maintenance Worker II	9.00	282,054	9.00	287,458	9.00	255,402 D
Maintenance Supervisor	2.00	137,995	2.00	137,995	2.00	137,995
Park Building Maintenance Worker	5.00	178,191	5.00	178,191	5.00	178,191
Park Maintenance Crew Leader I	8.00	311,018	0.00	0	0.00	0
Planner II	1.00	58,885	0.00	0	0.00	0
Planner III	0.00	0	1.00	61,829	1.00	61,829
Storekeeper	1.00	30,221	0.00	0	0.00	0
Utility Worker I	3.00	153,646	3.00	153,646	3.00	153,646
Utility Worker II	1.00	46,500	1.00	46,500	1.00	46,500
FULL-TIME SALARIES	63.00	2,472,373	64.00	2,429,373	65.00	2,474,913
PART-TIME SALARIES						
Custodial Worker II	3.50	99,615	3.00	85,453	2.50	55,742
TOTAL PART-TIME SALARIES	3.50	99,615	3.00	85,453	2.50	55,742 E
TEMPORARY SALARIES		334,732		178,453		163,978
SALARY TOTAL	66.50	2,906,720	67.00	2,693,279	67.50	2,694,633

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND
DIVISION: PARKS AND FACILITIES

Index No. 595000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		270,286		216,375		335,403
Workers' Compensation		120,867		108,944		79,016
Health Benefits		666,666		666,261		739,202
Overtime & Shift Differential		105,790		54,147		54,932
FICA		236,356		210,561		210,342
Miscellaneous		9,660		19,260		9,380
TOTAL OTHER PERSONAL SERVICES		1,409,625		1,275,548		1,428,275
TOTAL 27TH PAY COST		0		0		124,997
FURLOUGH SAVINGS		(57,397)		0		0
TOTAL PERSONAL SERVICES	66.50	4,258,948 *	67.00	3,968,827	67.50	4,247,905

*** FY 10 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) Administrative Assistant I position reclassified to Administrative Assistant II - 0655
- B - One (1) Chief of Parks and Facilities position unfunded for FY 11 - #0661
- C - One (1) part-time Custodial Worker II position converted to a full-time Custodial Worker II due to workload - #3285
- D - One (1) Maintenance Worker II position unfunded in FY 12 due to the state of the economy - #0663
- E - One (1) part-time Custodial Worker II position unfunded in FY 12 due to the state of the economy - #3287

DEPARTMENT OF PARKS AND RECREATION - PARKS AND FACILITIES OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To perform timely and cost-effective maintenance of grounds and buildings to meet the needs of our park users and recreation council programs.

Department Objective

To increase the percentage of work orders completed for ground maintenance and buildings / facilities maintenance as volume of work orders increases due to new facilities.

County Goal(s) Supported

III. Efficient County Government

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$6,511,668	\$5,974,133	\$5,855,932	\$5,874,679	\$6,054,496
Number of full-time staff	59.5	65.5	65.5	68.5	67.5
Seasonal staff, temporaries & inmates	59.5	51.5	21.5	20.5	21
<u>Output:</u>					
Number of acres maintained	3,384	3,472	3,564	3,564	3,616
Number of buildings maintained	171	177	178	178	192
Number of Special Events/Showmobile/Portable Stage	51	44	39	30	40
<u>Efficiency:</u>					
Number of work orders processed per year	9,106	5,589	5,960	5,355	5,600
Completed work orders for Parks & Facilities	8,337	4,827	5,712	5,141	5,380
<u>Outcome:</u>					
Percent of work orders completed	91.6%	86.0%	95.8%	96.0%	96.1%

Explanation and Analysis of Performance Measures

As our facilities expand, more maintenance is required. Our goal is to complete a higher percentage of maintenance tasks as work volume grows. FY 12 will include maintenance of new field at Edgewood Park.

Major Related Plans and Policies

Reservation of showmobile and park sites and facilities. Daily operation schedules of major buildings, i.e. Churchville, McFaul, Edgewood Recreation & Community Center, etc. Standard operating procedure for routine work and snow removal assisting Highways and Parks & Recreation sites. Memorandum of use with other county agencies or renters of buildings.

PARKS AND RECREATION - SPECIAL REVENUE FUND

ORIGIN/PURPOSE:

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, the following Special Revenue accounts, which are self-sustaining by nature, were established:

- o Emmorton Recreation & Tennis Center:

This facility was purchased by Harford County using State 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.

- o 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 revenue generating facility from rentals, farming, leases, and fundraising. The 328 acre Oakington Farm was purchased in 1998. The Oakington Peninsula will also generate revenues from leasing of farm land and two (2) residential houses. It also provides park area for passive and recreational activities.

- o 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, referee officials, etc.

PARKS AND RECREATION - SPECIAL REVENUE FUND

SPECIAL REVENUE FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	401,607	397,466	401,588	468,119	468,119
20	CONTRACTUAL SERVICES	200,998	237,209	288,035	293,142	293,142
30	SUPPLIES & MATERIALS	48,037	50,626	65,075	59,740	59,740
40	BUSINESS & TRAVEL	2,631	3,023	3,235	3,235	3,235
50	CAPITAL OUTLAY	0	0	4,575	26,500	26,500
	GRAND TOTAL	<u>653,273</u>	<u>688,324</u>	<u>762,508</u>	<u>850,736</u>	<u>850,736</u>
	<u>SUMMARY BY FUND:</u>					
26	PARKS AND RECREATION	<u>653,273</u>	<u>688,324</u>	<u>762,508</u>	<u>850,736</u>	<u>850,736</u>
	GRAND TOTAL	<u>653,273</u>	<u>688,324</u>	<u>762,508</u>	<u>850,736</u>	<u>850,736</u>
	<u>SUMMARY BY DIVISION:</u>					
593002	EMMORTON RECREATION & TENNIS CTR	259,806	273,778	322,640	301,073	301,073
593003	OAKINGTON PENINSULA	276,240	264,107	273,158	364,560	364,560
593004	RECREATIONAL COUNCIL ACTIVITIES	<u>117,227</u>	<u>150,439</u>	<u>166,710</u>	<u>185,103</u>	<u>185,103</u>
	GRAND TOTAL	<u>653,273</u>	<u>688,324</u>	<u>762,508</u>	<u>850,736</u>	<u>850,736</u>

DEPARTMENT STAFF SUMMARY

PARKS AND RECREATION - SPECIAL REVENUE FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Community Resources Coordinator	1.00	58,335	1.00	58,335	1.00	58,335
Custodial Worker II	2.00	83,705	1.00	37,953	1.00	37,953
Recreation Specialist V	0.00	0	0.00	0	0.50	45,752
FULL-TIME SALARIES	3.00	142,040	2.00	96,288	2.50	142,040
TEMPORARY SALARIES		185,240		193,966		178,202
SALARY TOTAL	3.00	327,280	2.00	290,254	2.50	320,242
OTHER PERSONAL SERVICES						
Pension & Retirement		18,457		12,519		24,235
Workers' Compensation		5,294		3,267		3,811
Health Benefits		50,361		50,462		65,601
Overtime & Shift Differential		23,265		20,865		13,865
FICA		26,817		23,801		25,454
Miscellaneous		560		420		630
TOTAL OTHER PERSONAL SERVICES		124,754		111,334		133,596
TOTAL 27TH PAY		0		0		14,281
FURLOUGH SAVINGS		(3,860)		0		0
TOTAL PERSONAL SERVICES	3.00	448,174 *	2.00	401,588	2.50	468,119

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**DIVISION: Emmorton Recreation and Tennis Center****INDEX: 593002****ORIGIN/PURPOSE:**

The Emmorton Recreation & Tennis Center was purchased by Harford County using State Program Open Space funding in November 1999 for express purpose of addressing the unmet 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 the operation of the building. Renovation of the facility provided a multipurpose gymnasium, dance studio and four indoor tennis courts. The assets of the Grand Slam baseball/softball training area was acquired in 2005 and is utilized in the winter months by both school and recreation participants.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement #34, legislation was passed by the Harford County Council on January 19, 2001 establishing the Parks & Recreation Special Revenue Fund 26 to account for activities that are of a self-sustaining nature.

FY '11 - '12 GOAL:

4 TO OPERATE MULTIFUNCTIONAL LEISURE FACILITIES WITH REVENUE PRODUCING COMPONENTS

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	148,568	153,036	167,759	172,488	172,488
20	CONTRACTUAL SERVICES	88,990	102,410	127,196	108,850	108,850
30	SUPPLIES & MATERIALS	22,213	18,297	27,650	19,700	19,700
40	BUSINESS & TRAVEL	35	35	35	35	35
	GRAND TOTAL	259,806	273,778	322,640	301,073	301,073
<u>FUNDING SOURCE:</u>						
26	PARKS AND RECREATION	259,806	273,778	322,640	301,073	301,073

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**DIVISION: Emmorton Recreation and Tennis Center****INDEX: 593002****FINANCIAL NOTES:**

The (\$21,567) net decrease in funding for Parks & Recreation - Emmorton Recreation and Tennis Center is the result of:

	FY 11	FY 12	CHANGE
o		4,904	4,904 Additional funds provided for a 27th pay which will occur in FY 12
o	76,526	69,258	(7,268) Temporary Salaries - funding for Tennis Liaison, full-time attendant and weekend attendants
o	6,752	10,704	3,952 Pension/Retirement rate adjustments
o	1,389	1,006	(383) Workers' Compensation rate adjustments
o	34,632	38,677	4,045 Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	8,862	8,201	(661) FICA adjustment for temporary salaries
o	16,200	3,000	(13,200) County Facility Repair & Renovations will be funded through a capital project in FY 12
o	1,846	500	(1,346) Other Professional Services for fire alarm inspections, carpet cleaning, batting cage repairs, etc. decrease based on actual expense history
o	4,400	1,000	(3,400) Grounds Maintenance - reduction due to the completion of the removal of several trees
o	1,000	100	(900) Chemicals in Bulk - ice melt to clean sidewalks for tennis barn and bubble, decrease based on actuals

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND

DIVISION: Emmorton Recreation and Tennis Center

INDEX: 593002

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE
o	14,300	7,200	(7,100) Line items significantly adjusted, based on actual expense history:

	FY 11	FY 12	Change	
	1,900	1,500	(400)	Telephone Service
	1,600	1,200	(400)	Paper Supplies
	400	0	(400)	Other Janitorial Supplies
	8,000	3,000	(5,000)	Building Supplies
	2,400	1,500	(900)	Recreation Supplies
	<u>14,300</u>	<u>7,200</u>	<u>(7,100)</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND
DIVISION: EMMORTON RECREATION & TENNIS CENTER

Index No. 593002

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Custodial Worker II	1.00	37,953	1.00	37,953	1.00	37,953
TOTAL FULL-TIME SALARIES	1.00	37,953	1.00	37,953	1.00	37,953
TEMPORARY SALARIES		86,024		76,526		69,258
SALARY TOTAL	1.00	123,977	1.00	114,479	1.00	107,211
OTHER PERSONAL SERVICES						
Pension & Retirement		8,444		6,752		10,704
Workers' Compensation		1,488		1,389		1,006
Health Benefits		19,173		34,632		38,677
FICA		9,772		8,862		8,201
Overtime & Shift Differential		3,765		1,365		1,365
Miscellaneous		280		280		420
TOTAL OTHER PERSONAL SERVICES		42,922		53,280		60,373
TOTAL 27TH PAY COST		0		0		4,904
FURLOUGH SAVINGS		(1,705)		0		0
TOTAL PERSONAL SERVICES	1.00	165,194 *	1.00	167,759	1.00	172,488

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PARKS & RECREATION - EMMORTON RECREATION & TENNIS CENTER OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To operate a multifunctional self-sustaining recreation and leisure facility to satisfy current needs and future expectations.

Department Objective

To retain revenue levels from current tennis membership; to increase revenue through tennis ladder participation; to increase revenue through a wide variety of tennis clinics and private lessons; to generate new revenue through baseball / softball training and training area rental opportunities; and to generate new revenue from baseball / softball batting cage rentals.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$303,874	\$296,903	\$300,000	\$322,640	\$301,073
Number of temporary staff	10	9	10	9	9
<u>Output:</u>					
Revenue generated from self-sustaining facility	\$305,719	\$216,910	\$256,628	\$300,000	\$264,456
<u>Efficiency:</u>					
Revenue increase from prior year	\$32,690	(\$88,809)	\$39,718	\$43,372	(35,544)
<u>Service Quality:</u>					
Number of people served yearly	41,000	42,500	42,000	43,000	43,500
<u>Outcome:</u>					
Percentage of growth in revenue	12.0%	(29.00%)	18.0%	17.0%	(12.0%)
Percentage of growth in users	4.7%	3.66%	(1.18%)	2.38%	1.16%

Explanation and Analysis of Performance Measures

To operate a financially sound multi-use recreation facility, the Department must maintain and update the facility to increase income while operating the facility in a cost-efficient manner. Pilot Program for tennis instruction has generated some additional revenue and membership interest using the facility.

Major Related Plans and Policies

Continue to maintain and upgrade the facility in order to draw new users and retain current users.

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND

DIVISION: Oakington Peninsula

INDEX: 593003

ORIGIN/PURPOSE:

The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). Harford County, in cooperation with Maryland State Department of Natural Resources and Program Open Space, purchased the 461 acre Swan Harbor Farm in 1994, and in 1998, the 328 acre Oakington Farm. This site serves as a regional park with passive recreation activities including environmental studies, fishing, hiking and nature enjoyment for all ages. Swan Harbor is utilized as an event venue for more than 100 weddings per year. The revenue generated from farm land and residential rentals as well as events will be used to maintain and improve these facilities while preserving the County's investment.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, legislation was passed by the Harford County Council on January 19, 2001 establishing the Parks and Recreation Special Revenue Fund 26 to account for activities that are of a self-sustaining nature.

FY '11 - '12 GOAL:

- 5 TO DEVELOP AND IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**DIVISION: Oakington Peninsula****INDEX: 593003****ALL FUND SUMMARY:**

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	197,961	189,723	153,044	226,243	226,243
20	CONTRACTUAL SERVICES	56,165	48,520	86,739	80,192	80,192
30	SUPPLIES & MATERIALS	19,770	22,994	25,900	28,725	28,725
40	BUSINESS & TRAVEL	2,344	2,870	2,900	2,900	2,900
50	CAPITAL OUTLAY	0	0	4,575	26,500	26,500
GRAND TOTAL		276,240	264,107	273,158	364,560	364,560

FUNDING SOURCE:

26	PARKS AND RECREATION	276,240	264,107	273,158	364,560	364,560

FINANCIAL NOTES:

The \$91,402 net increase in funding for Parks and Recreation - Oakington Peninsula is the result of:

	FY 11	FY 12	CHANGE
o		7,270	7,270 Additional funds provided for a 27th pay which will occur in FY 12
o		65,520	65,520 50% of a Recreation Specialist V transferred from Parks & Recreation - Recreational Services - #593000
			# of Positions Salary Fringes Total
			0.50 45,752 19,768 65,520
o	61,896	58,944	(2,952) Temporary Salaries - based on actual expense history
o	5,767	7,583	1,816 Pension/Retirement rate adjustments

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**DIVISION: Oakington Peninsula****INDEX: 593003****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE	
o	1,878	1,359	(519)	Workers' Compensation rate adjustments
o	15,830	18,120	2,290	Health Benefits are adjusted for an anticipated 15% cost increase, as well as staff opting for changes in their level of coverage
o	9,198	8,972	(226)	FICA adjustments
o	1,525	16,482	14,957	Grounds Maintenance increase is for the mowing contract to include Disposal Material Placement (DMP) site, front lawn and other areas
o	24,450	5,500	(18,950)	Building/Custodial Services decrease is due to FY 11 one-time repairs to HVAC systems
o	0	1,650	1,650	Uniforms - Purchase for t-shirts and jackets for attendants who are not part of the uniform rental program
o	3,000	10,000	7,000	Landscape & Grounds Materials increase to purchase additional trees at Disposal Material Placement (DMP) site
o	29,445	21,425	(8,020)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 11	FY 12	Change	
	1,600	1,300	(300)	Other Rents & Utilities
	3,450	4,000	550	Telephone Service
	8,445	6,000	(2,445)	Other Advertising
	350	0	(350)	Uniform Rental
	13,000	8,000	(5,000)	Building Supplies
	600	350	(250)	Paint
	2,000	1,775	(225)	Other Supplies & Materials
	<u>29,445</u>	<u>21,425</u>	<u>(8,020)</u>	
o	4,575	26,500	21,925	Equipment funding provides for annual replacement of chairs, tables, additional sidewalls for tents, a new tractor, zero-turn mower and trailer

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND
DIVISION: OAKINGTON PENINSULA

Index No. 593003

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Community Resources Coordinator	1.00	58,335	1.00	58,335	1.00	58,335
Custodial Worker II	1.00	45,752	0.00	0	0.00	0
Recreation Specialist V	0.00	0	0.00	0	0.50	45,752 A
TOTAL FULL-TIME SALARIES	2.00	104,087	1.00	58,335	1.50	104,087
TEMPORARY SALARIES		43,672		61,896		58,944
SALARY TOTAL	2.00	147,759	1.00	120,231	1.50	163,031
OTHER PERSONAL SERVICES						
Pension & Retirement		10,013		5,767		13,531
Workers' Compensation		3,806		1,878		2,805
Health Benefits		31,188		15,830		26,924
FICA		11,304		9,198		12,472
Miscellaneous		280		140		210
TOTAL OTHER PERSONAL SERVICES		56,591		32,813		55,942
TOTAL 27TH PAY		0		0		7,270
FURLOUGH SAVINGS		(2,155)		0		0
TOTAL PERSONAL SERVICES	2.00	202,195 *	1.00	153,044	1.50	226,243

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - 50% of a Recreation Specialist V position transferred to this index from Parks & Recreation - Recreation Services 593000 - #0627

DEPARTMENT OF PARKS & RECREATION - OAKINGTON PENINSULA OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To develop and implement a management and operations plan for Oakington Peninsula which maximizes revenue production.

Department Objective

To actively market and secure regular rentals of the buildings and grounds, to lease farmland and three tenant houses and to augment this revenue through a functional fundraising program.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$275,000	\$300,000	\$325,000	\$325,000	\$346,560
Number of permanent staff	2	2	2	1	2
Number of temporary staff	12	12	12	12	12
<u>Output:</u>					
Operate a self-sustaining facility. The revenue produced will be used to improve and maintain the facility.	\$319,290	\$307,372	\$315,473	\$325,000	\$370,000
<u>Efficiency:</u>					
Revenue increase over prior year	\$37,731	(\$11,918)	\$8,101	\$9,527	\$45,000
<u>Service Quality:</u>					
Number of rentals and satisfied users	130	135	137	140	142
Government users per year	60	60	60	60	60
Total users	190	195	197	200	202
<u>Outcome:</u>					
Percentage of growth in revenue	7.00%	(3.73%)	2.64%	3.02%	13.85%
Percentage of increase in users	3.00%	2.63%	1.03%	1.52%	1.00%

Explanation and Analysis of Performance Measures

To operate a financially self-sustaining facility, the Department must maintain or increase income levels while operating the facility in a cost-efficient manner. Enhanced operations along with the needs of the general public are continuously monitored for ways in which to incorporate new revenue producing amenities.

Major Related Plans and Policies

Continue to renovate and refurbish aging structures and add new amenities and attractions. FY 2012 - additional landscaping will be installed to enhance newly constructed Disposal Material Placement (DMP) site.

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**DIVISION: Recreational Council and Special Activities****INDEX: 593004****ORIGIN/PURPOSE:**

The Parks and Recreation 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 #34, Recreational Council and Special Activities was established in FY 02 to receive and expend revenues under Parks & Recreation Special Revenue Fund.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	55,078	54,707	80,785	69,388	69,388
20	CONTRACTUAL SERVICES	55,843	86,279	74,100	104,100	104,100
30	SUPPLIES & MATERIALS	6,054	9,335	11,525	11,315	11,315
40	BUSINESS & TRAVEL	252	118	300	300	300
	GRAND TOTAL	117,227	150,439	166,710	185,103	185,103
	<u>FUNDING SOURCE:</u>					
26	PARKS AND RECREATION	117,227	150,439	166,710	185,103	185,103

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**DIVISION: Recreational Council and Special Activities****INDEX: 593004****FINANCIAL NOTES:**

The \$18,393 net increase in funding for Parks & Recreation - Recreational Council Activities is the result of:

	FY 11	FY 12	CHANGE	
o	55,544	50,000	(5,544)	Temporary Salaries for Ropes Course, Above & Beyond, climbing wall instructors; Skate Park manager and attendants - decrease based on actual expense history
o	19,500	12,500	(7,000)	Overtime decrease based on actual expense history
o		2,107	2,107	Additional funds provided for a 27th pay which will occur in FY 12
o	5,741	4,781	(960)	FICA adjustments
o	49,000	78,000	29,000	Building/Custodial Services - dumpsters at Parks & Recreation sites; Harford County schools bill Parks & Recreation through joint use agreement for winter programs, increase based on actual expense history
o	24,500	25,300	800	Line items significantly adjusted, based on actual expense history

FY 11	FY 12	Change	
3,300	1,800	(1,500)	Water & Sewer
18,000	19,500	1,500	Recreation Officials
3,000	4,000	1,000	Other Professional Services
200	0	(200)	Building Supplies
<u>24,500</u>	<u>25,300</u>	<u>800</u>	

DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND
DIVISION: RECREATIONAL COUNCIL ACTIVITIES

Index No. 593004

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>55,544</u>		<u>55,544</u>		<u>50,000</u>
SALARY TOTAL		<u><u>55,544</u></u>		<u><u>55,544</u></u>		<u><u>50,000</u></u>
OTHER PERSONAL SERVICES						
Overtime & Shift Differential		19,500		19,500		12,500
FICA		<u>5,741</u>		<u>5,741</u>		<u>4,781</u>
TOTAL OTHER PERSONAL SERVICES		<u><u>25,241</u></u>		<u><u>25,241</u></u>		<u><u>17,281</u></u>
TOTAL 27TH PAY		0		0		2,107
TOTAL PERSONAL SERVICES		<u><u>80,785 *</u></u>		<u><u>80,785</u></u>		<u><u>69,388</u></u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

**GRANTS
PARKS & RECREATION**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Anita C. Leight Estuary Center	55,000	0	9/30/2012 Federal Recurring	This grant helps to offset County funded personnel costs for a Park Naturalist and one-fourth Custodian. This is a set amount grant and does not increase with the increase cost of personnel. An additional \$5,000 in funding is anticipated to pay for supplies, travel and contractual services for research, education and professional development. If grant were to end, salaries would increase due to the loss of offset of grant funding.	None
Sanitation Grant	13,000	0	11/30/2012 State Recurring	This grant provides for trash collection and removal plus port-a-pot costs at launching ramps for Flying Point Park, Mariner Point Park, Otter Point and Willoughby Beach Landings and Swan Harbor Farm. If grant were to end, a request for additional funding would be made to continue these services.	None
John Archer Child Care and Camp I Can	129,965	44,038	6/30/2012 State Recurring	This activity is designed to provide a six hour per day, five days a week recreation program for mentally and physically limited youngsters in Harford County. It also provides an after school child care program for children with disabilities and is the only such child care center of its kind in the region. If grant were to end, this program would probably cease. The department could not fiscally pick-up the fiscal burden.	The County would need to assist in finding funding to continue programming for populations with special needs to meet recreational needs and child care opportunities.

**GRANTS
PARKS & RECREATION**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Liriodendron Foundation	67,626	0	6/30/2012	This grant provides funding to cover the salary and fringe benefits of an Administrator for the Liriodendron Mansion and surrounding property which is reimbursed by the Liriodendron Foundation.	None
Programming for Individuals with Disabilities	23,400	0	6/30/2012	This grant is to supplement current programming and implement new programs for Harford County citizens with disabilities. If grant were to end, new programming would develop at a much slower rate or become non-existent.	None
TOTALS	288,991	44,038			



Swan Harbor Pier

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 symbiotic 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	239,524	274,481	313,523	321,020	321,020
20	CONTRACTUAL SERVICES	15,143	2,965	53,700	3,600	3,600
30	SUPPLIES & MATERIALS	19,072	18,272	19,072	18,272	18,272
40	BUSINESS & TRAVEL	1,905	0	1,905	0	0
50	CAPITAL OUTLAY	4,000	0	0	0	0
70	MISCELLANEOUS	214,656	156,039	275,006	257,689	257,689
	GRAND TOTAL	494,300	451,757	663,206	600,581	600,581
	<u>SUMMARY BY FUND:</u>					
11	GENERAL	494,300	451,757	663,206	600,581	600,581
	GRAND TOTAL	494,300	451,757	663,206	600,581	600,581
	<u>SUMMARY BY DIVISION:</u>					
631000	EXTENSION SERVICE	172,407	145,865	245,256	245,256	245,256
633000	SOIL CONSERVATION	321,893	305,892	417,950	355,325	355,325
	GRAND TOTAL	494,300	451,757	663,206	600,581	600,581

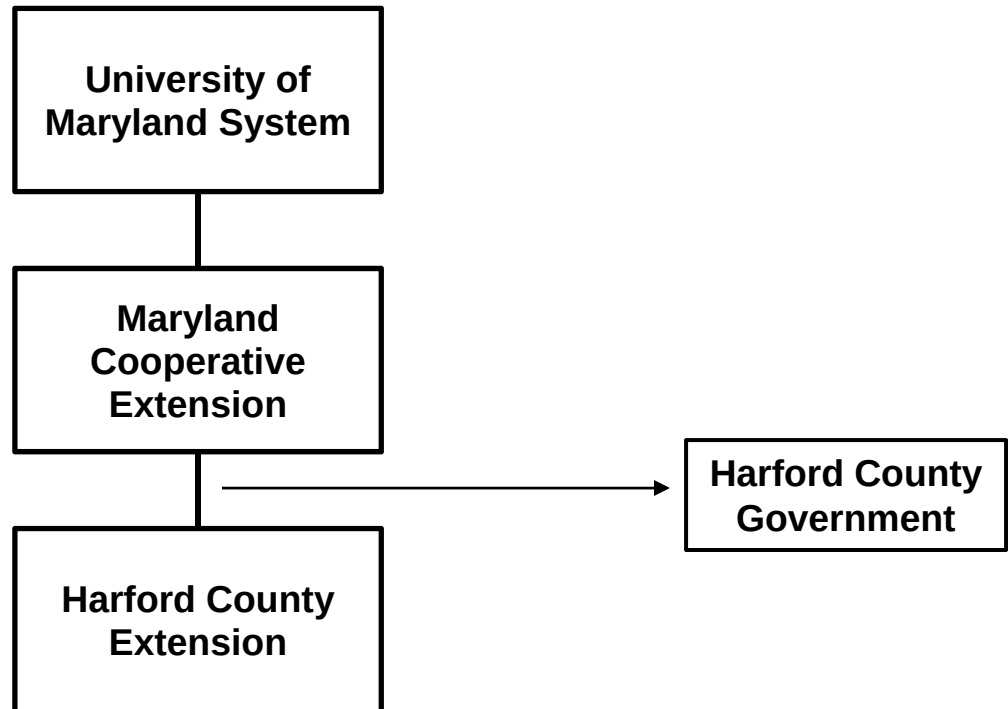
CONSERVATION OF NATURAL RESOURCES

FINANCIAL NOTES:

The (\$62,625) net decrease in funding for Conservation of Natural Resources is the result of:

	FY 11	FY 12	CHANGE	
o	227,080	222,030	(5,050)	Full Time Salaries
			(10,100)	Salary Adjustment
			5,050	Restore offset for vacant Engineer Associate II for 1/2 of FY 12
			<u>(5,050)</u>	
o		10,303	10,303	Additional funds provided for a 27th pay which will occur in FY 12
o	20,564	28,864	8,300	Pension / Retirement rate adjustments
o	2,182	1,054	(1,128)	Workers' Compensation rate adjustments
o	43,952	41,293	(2,659)	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	19,185	16,986	(2,199)	FICA adjustment
o	900	0	(900)	Telephone Service - decrease due to State of Maryland providing Internet line for Soil Conservation at no charge
o	49,200	0	(49,200)	Other Professional Services - decrease due to District Manager for the Soil Conservation Office now paid by Harford County Government
o	2,705	0	(2,705)	Line items significantly adjusted, funding transferred to Grants and Contributions to be used for the Envirothon:
	FY 11	FY 12	Change	
	800	0	(800)	Safety Equipment
	255	0	(255)	Mileage
	250	0	(250)	Professional Books
	250	0	(250)	Membership Fees & Dues
	1,150	0	(1,150)	Training Seminars
	<u>2,705</u>	<u>0</u>	<u>(2,705)</u>	
o	48,022	30,705	(17,317)	Grants & Contributions - County's share of State employee's salary and benefits
	FY 11	FY 12	Change	
	48,022	28,000	(20,022)	No longer paying for The Administrator of Soil Conservation
	0	2,705	2,705	Transferred funding from contractual services, materials & supplies and
	<u>48,022</u>	<u>30,705</u>	<u>(17,317)</u>	business & travel to help pay for the Envirothon.

CONSERVATION OF NATURAL RESOURCES - EXTENSION



DEPARTMENT: NATURAL RESOURCES**DIVISION: Extension Service****INDEX: 631000****ORIGIN/PURPOSE:**

Established by the Federal Hatch Act (1887) and the Smith-Lever Act (1887), the Harford County Cooperative Extension Office provides educational outreach (Extension) education 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, and 4-H and Youth Development. Extension is funded through county, state, and federal contributions. Some special projects are funded through grants and donations. The Extension Budget Office in College Park and the University of Maryland Eastern Shore, the Extension Regional Office at Wye Research Center, and the County Extension Office in Harford County develop budget requests for the county contribution. Extension programs are open to all citizens without regard to race, color, gender, religion, national origin, sexual orientation, age, marital or parental status, or disability.

MISSION STATEMENT:

EDUCATE CITIZENS TO APPLY PRACTICAL, RESEARCH-BASED KNOWLEDGE TO CRITICAL ISSUES FACING INDIVIDUALS, FAMILIES, COMMUNITIES, THE STATE, AND OUR GLOBAL PARTNERS

FY '11 - '12 GOALS:

- 1 TO EDUCATION CITIZENS SO THAT THEY CAN MAKE WISE DECISIONS AS PRODUCERS AND CONSUMERS CONCERNING AGRICULTURE, NATURAL RESOURCES, HEALTH, NUTRITION, AND YOUTH DEVELOPMENT

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	3,143	2,965	3,600	3,600	3,600
30	SUPPLIES & MATERIALS	18,272	18,272	18,272	18,272	18,272
70	MISCELLANEOUS	150,992	124,628	223,384	223,384	223,384
	GRAND TOTAL	172,407	145,865	245,256	245,256	245,256
	<u>FUNDING SOURCE:</u>					
11	GENERAL	172,407	145,865	245,256	245,256	245,256

DEPARTMENT: NATURAL RESOURCES

DIVISION: Extension Service

INDEX: 631000

FINANCIAL NOTES:

There is no change in funding for the Natural Resources - Extension Services:

	FY 11	FY 12	CHANGE
o	3,600	3,600	0 Telephone Service
o	18,272	18,272	0 General Office Supplies
o	223,384	223,384	0 Grants and Contributions - County's share of State employee's salary and benefits

EXTENSION SERVICES OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To educate citizens so that they can make wise decisions as producers and consumers concerning agriculture, natural resources, health, nutrition, and youth development.

Department Objective

To increase our number of contacts annually by participating in numerous outreach efforts, and to provide a comprehensive outreach effort.

County Goal(s) Supported

II. Education

V. Environmental Stewardship

VI. Quality Living

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$187,270	\$172,408	\$145,865	\$245,256	\$245,256
<u>Output:</u>					
# of on-site seminars conducted	80	85	188	90	190
# of classroom seminars conducted	110	125	101	130	105
# of hands on workshops conducted	85	90	97	100	100
<u>Efficiency:</u>					
# of staff per seminar	1	1	1	1	1
<u>Service Quality:</u>					
% of attendees satisfied with workshops conducted	95%	95%	95%	95%	95%
<u>Outcome:</u>					
# of adult and older youth volunteers reached	2,100	2,400	3,154	2,600	2,600
# of community and school based youth reached	2,900	3,100	3,200	3,400	3,400
# of special interest groups reached	1,900	2,100	2,409	2,400	2,400

Explanation and Analysis of Performance Measures

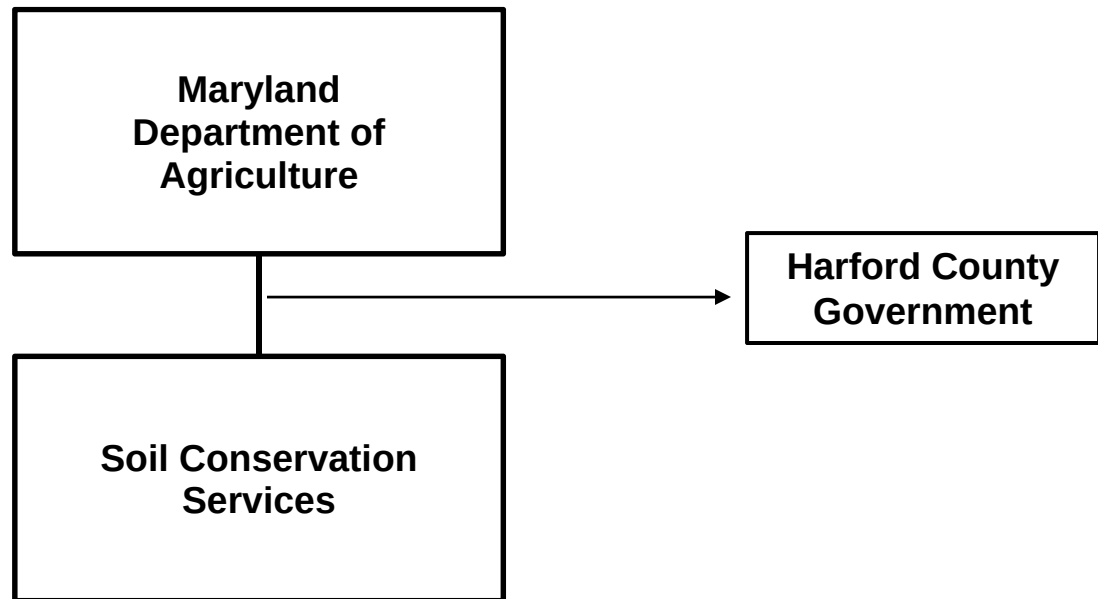
On-site programming includes programs that originate and are implemented in a setting other than the seminar (classroom) and workshop (hands-on) arena. On-site programming may include on-farm, demonstration areas, community centers, etc. To better analyze program success and participant adoption/learning, post-program evaluations will be implemented at program end and in certain cases as follow-up evaluations two or more months later. Participant's rating of fair or less will validate the need for initiative revising.

Major Related Plans and Policies

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.

CONSERVATION OF NATURAL RESOURCES

SOIL CONSERVATION SERVICES



DEPARTMENT: NATURAL RESOURCES

DIVISION: 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 ACHIEVE EXCELLENCE IN PROGRAMS AND SERVICES THAT PROTECT HARFORD COUNTY AGRICULTURAL RESOURCES AND THE ENVIRONMENT BY PROVIDING LEADERSHIP IN URBAN SEDIMENT CONTROL REVIEW AND PROMOTING ENVIRONMENTAL EDUCATIONAL ACTIVITIES AND OTHER SERVICES THAT ENHANCE QUALITY OF LIFE FOR ALL

FY '11 - '12 GOALS:

- 1 TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONNEL SERVICES	239,524	274,481	313,523	321,020	321,020
20	CONTRACTUAL SERVICES	12,000	0	50,100	0	0
30	SUPPLIES AND MATERIALS	800	0	800	0	0
40	BUSINESS & TRAVEL	1,905	0	1,905	0	0
50	CAPITAL OUTLAY	4,000	0	0	0	0
70	MISCELLANEOUS	63,664	31,411	51,622	34,305	34,305
	GRAND TOTAL	321,893	305,892	417,950	355,325	355,325
	<u>FUNDING SOURCE:</u>					
11	GENERAL	321,893	305,892	417,950	355,325	355,325

DEPARTMENT: NATURAL RESOURCES**DIVISION: Soil Conservation****INDEX: 633000****FINANCIAL NOTES:**

The (\$62,625) net decrease in funding for Natural Resources - Soil Conservation is the result of:

	FY 11	FY 12	CHANGE	
o	227,080	222,030	(5,050)	Full Time Salaries
			(10,100)	Salary Adjustment
			5,050	Restore offset for vacant Engineer Associate II for 1/2 of FY 12
			<u>(5,050)</u>	
o		10,303	10,303	Additional funds provided for a 27th pay which will occur in FY 12
o	20,564	28,864	8,300	Pension / Retirement rate adjustments
o	2,182	1,054	(1,128)	Workers' Compensation rate adjustments
o	43,952	41,293	(2,659)	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	19,185	16,986	(2,199)	FICA adjustment
o	900	0	(900)	Telephone Service - decrease due to State of Maryland providing Internet line for Soil Conservation at no charge
o	49,200	0	(49,200)	Other Professional Services - decrease due to District Manager for the Soil Conservation Office now paid by Harford County Government
o	2,705	0	(2,705)	Line items significantly adjusted, funding transferred to Grants and Contributions to be used for the Envirothon:
	FY 11	FY 12	Change	
	800	0	(800)	Safety Equipment
	255	0	(255)	Mileage
	250	0	(250)	Professional Books
	250	0	(250)	Membership Fees & Dues
	1,150	0	(1,150)	Training Seminars
	<u>2,705</u>	<u>0</u>	<u>(2,705)</u>	
o	48,022	30,705	(17,317)	Grants & Contributions - County's share of State employee's salary and benefits
	FY 11	FY 12	Change	
	48,022	28,000	(20,022)	No longer pay for the Administrator of Soil Conservation
	0	2,705	2,705	Transferred funding from contractual services, materials & supplies and
	<u>48,022</u>	<u>30,705</u>	<u>(17,317)</u>	business & travel to help pay for the Envirothon.

DIVISION STAFF SUMMARY

DEPARTMENT: CONSERVATION OF NATURAL RESOURCES
DIVISION: SOIL CONSERVATION

Index No. 633000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator	0.00	0	1.00	80,000	1.00	80,000
Engineering Associate II	1.00	67,200	1.00	67,200	2.00	104,500 A
Engineering Associate III	1.00	56,180	1.00	56,180	1.00	56,180
Engineering Associate IV	1.00	70,306	1.00	23,700	0.00	0
Total Full Time Salaries	<u>3.00</u>	<u>193,686</u>	<u>4.00</u>	<u>227,080</u>	<u>4.00</u>	<u>240,680</u>
Salary Offset		<u>0</u>		<u>0</u>		<u>(18,650)</u>
Salary Total	<u>3.00</u>	<u>193,686</u>	<u>4.00</u>	<u>227,080</u>	<u>4.00</u>	<u>222,030</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		18,633		20,564		28,864
Workers' Compensation		1,801		2,182		1,054
Health Benefits		33,328		43,952		41,293
FICA		14,817		19,185		16,986
Miscellaneous		<u>420</u>		<u>560</u>		<u>490</u>
TOTAL OTHER PERSONAL SERVICES		68,999		86,443		88,687
TOTAL 27TH PAY COST		0		0		10,303
FURLOUGH SAVINGS		<u>(4,010)</u>		<u>0</u>		<u>0</u>
TOTAL PERSONAL SERVICES	<u>3.00</u>	<u>258,675 *</u>	<u>4.00</u>	<u>313,523</u>	<u>4.00</u>	<u>321,020</u>

* FY 10 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Engineering Associate IV downgraded to Engineering Associate II and unfunded for 1/2 year in FY 12 - # 3428

OFFICE OF ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

ORIGIN/PURPOSE:

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, 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.

A Tourism and Marketing division was established in FY 2007 to concentrate on the promotion of Harford County, Maryland.

MISSION STATEMENT:

FACILITATE BUSINESS INVESTMENT AND JOB CREATION TO EXPAND LOCAL TAX BASE, FOSTER DIVERSE/SUSTAINABLE ECONOMY AS WELL AS IMPROVING THE ECONOMIC AND QUALITY OF LIFE OF HARFORD COUNTY THROUGH TOURISM DEVELOPMENT

FY '11 - '12 KEY GOALS

- 1 GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE
- 2 INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONES
- 3 UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT
- 4 FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY
- 5 IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM & MARKETING DOLLARS

ECONOMIC DEVELOPMENT

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	1,130,644	1,082,869	1,090,955	1,418,291	1,418,291
20	CONTRACTUAL SERVICES	547,456	507,926	532,416	470,209	470,209
30	SUPPLIES & MATERIALS	82,960	72,350	59,600	56,300	56,300
40	BUSINESS & TRAVEL	74,406	44,085	44,710	43,900	43,900
70	MISCELLANEOUS	612,132	474,592	361,500	250,500	250,500
80	INTERGOVERNMENTAL	5,602	9,941	11,700	2,500	2,500
	GRAND TOTAL	2,453,200	2,191,763	2,100,881	2,241,700	2,241,700

SUMMARY BY FUND:

11	GENERAL	2,453,200	2,191,763	2,100,881	2,241,700	2,241,700
	GRAND TOTAL	2,453,200	2,191,763	2,100,881	2,241,700	2,241,700

SUMMARY BY DIVISION:

651000	OFFICE OF ECONOMIC DEVELOPMENT	2,185,736	1,967,993	1,911,207	2,047,613	2,047,613
652000	TOURISM & MARKETING	267,464	223,770	189,674	194,087	194,087
	GRAND TOTAL	2,453,200	2,191,763	2,100,881	2,241,700	2,241,700

ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

The \$140,819 net increase in funding for Economic Development is the result of:

	FY 11	FY 12	CHANGE																																					
o		76,268	76,268	Position created during FY 11, from an abolished vacant position in Budget and Management Research:																																				
				<table><tr><td># of Positions</td><td>Salary</td><td>Fringes</td><td>Total</td><td></td></tr><tr><td>1.00</td><td>48,000</td><td>28,268</td><td>76,268</td><td>Economic Development Associate</td></tr></table>	# of Positions	Salary	Fringes	Total		1.00	48,000	28,268	76,268	Economic Development Associate																										
# of Positions	Salary	Fringes	Total																																					
1.00	48,000	28,268	76,268	Economic Development Associate																																				
o		148,026	148,026	Positions created for FY 12 and funded for 1/2 year. These positions are partially funded by BRAC grant which ends approx 12/31/11.																																				
				<table><tr><td># of Positions</td><td>Salary</td><td>Fringes</td><td>Total</td><td></td></tr><tr><td>1.00</td><td>47,372</td><td>17,305</td><td>64,677</td><td>Administrator</td></tr><tr><td>1.00</td><td>29,983</td><td>15,298</td><td>45,281</td><td>Economic Development Associate</td></tr><tr><td>1.00</td><td>24,000</td><td>14,068</td><td>38,068</td><td>Administrative Assistant I</td></tr><tr><td>3.00</td><td>101,355</td><td>46,671</td><td>148,026</td><td></td></tr></table>	# of Positions	Salary	Fringes	Total		1.00	47,372	17,305	64,677	Administrator	1.00	29,983	15,298	45,281	Economic Development Associate	1.00	24,000	14,068	38,068	Administrative Assistant I	3.00	101,355	46,671	148,026												
# of Positions	Salary	Fringes	Total																																					
1.00	47,372	17,305	64,677	Administrator																																				
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3.00	101,355	46,671	148,026																																					
o		43,553	43,553	Additional funds provided for a 27th pay which will occur in FY 12																																				
o	164,979	189,340	24,361	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage																																				
o	10,044	7,255	(2,789)	Workers' Compensation rate adjustments																																				
o	64,775	102,693	37,918	Pension / Retirement rate adjustment																																				
o	337,534	293,767	(43,767)	Other Professional Services:																																				
				<table><tr><td>FY 11</td><td>FY 12</td><td>Change</td><td></td></tr><tr><td>2,500</td><td>2,500</td><td>0</td><td>Manufacturer & Distribution Council Support</td></tr><tr><td>235,000</td><td>235,000</td><td>0</td><td>Technology Master Plan - expand incubator program</td></tr><tr><td>3,000</td><td>3,000</td><td>0</td><td>School to Career Technology Initiative</td></tr><tr><td>52,267</td><td>52,267</td><td>0</td><td>Contractual Consultant Services</td></tr><tr><td>2,500</td><td>1,000</td><td>(1,500)</td><td>Tourism - decrease due to state of the economy</td></tr><tr><td>6,500</td><td>0</td><td>(6,500)</td><td>MEDA Sponsorship - transferred funds to Grants & Contributions</td></tr><tr><td>35,767</td><td>0</td><td>(35,767)</td><td>Small Business Assistance - transferred funds to Grants & Contributions</td></tr><tr><td>337,534</td><td>293,767</td><td>(43,767)</td><td></td></tr></table>	FY 11	FY 12	Change		2,500	2,500	0	Manufacturer & Distribution Council Support	235,000	235,000	0	Technology Master Plan - expand incubator program	3,000	3,000	0	School to Career Technology Initiative	52,267	52,267	0	Contractual Consultant Services	2,500	1,000	(1,500)	Tourism - decrease due to state of the economy	6,500	0	(6,500)	MEDA Sponsorship - transferred funds to Grants & Contributions	35,767	0	(35,767)	Small Business Assistance - transferred funds to Grants & Contributions	337,534	293,767	(43,767)	
FY 11	FY 12	Change																																						
2,500	2,500	0	Manufacturer & Distribution Council Support																																					
235,000	235,000	0	Technology Master Plan - expand incubator program																																					
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35,767	0	(35,767)	Small Business Assistance - transferred funds to Grants & Contributions																																					
337,534	293,767	(43,767)																																						

ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

	FY 11	FY 12	CHANGE	
o	195,127	172,017	(23,110)	Line items significantly adjusted, based on actual expense history and state of the economy:

FY 11	FY 12	Change	
142,592	125,092	(17,500)	Other Advertising
15,000	14,000	(1,000)	Printing Commercial
300	0	(300)	Other Office Supplies
5,500	5,000	(500)	Delivery Charges
7,000	5,900	(1,100)	General Office Mailing
15,000	13,500	(1,500)	Other Food Supplies
0	200	200	Computer Software
400	200	(200)	Computer Supplies
6,335	5,625	(710)	Membership Fees & Dues
3,000	2,500	(500)	Fleet Daily Carpool Rentals
<u>195,127</u>	<u>172,017</u>	<u>(23,110)</u>	

o	361,500	250,500	(111,000)	Grants & Contributions - all reductions recommended due to the state of the economy and new FY 12 funding transferred from Other Professional Services:

Title	FY 11	FY 12	Change
Economic Alliance of Greater Baltimore	22,500	20,000	(2,500)
Workforce Development Training	100,000	100,000	0
Northeast Maryland Tech Council	12,500	10,000	(2,500)
Economic Development Opportunity Fund	75,000	28,000	(47,000)
Susquehanna Workforce Development	67,000	20,000	(47,000)
Army Alliance with APG	75,000	50,000	(25,000)
Edgewood Micro-Enterprise Fund	4,500	2,500	(2,000)
Md Econ Dev Assoc	0	5,000	5,000
Small Business Dev. Ctr.	0	10,000	10,000
Agricultural Grants	5,000	5,000	0
TOTAL	361,500	250,500	(111,000)

o	8,700	0	(8,700)	Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DEPARTMENT STAFF SUMMARY

ECONOMIC DEVELOPMENT - GENERAL FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	0.00	0	1.00	48,000
Administrative Assistant II	2.00	76,432	2.00	76,432	2.00	76,432
Administrative Secretary III	1.00	56,136	1.00	56,136	1.00	56,136
Administrative Specialist I	1.00	61,351	1.00	61,351	1.00	61,351
Administrator	0.00	0	0.00	0	1.00	94,744
Dep. Director of Economic Development	1.00	93,315	1.00	93,315	1.00	93,315
Director of Economic Development	1.00	121,217	1.00	121,217	1.00	121,217
Economic Development Associate	4.00	283,741	4.00	283,741	6.00	391,707
Senior Economic Development Associate	1.00	66,137	1.00	66,137	1.00	66,137
FULL-TIME SALARIES	11.00	758,329	11.00	758,329	15.00	1,009,039
SALARY OFFSET		0		0		(101,355)
TOTAL FULL-TIME SALARIES	11.00	758,329	11.00	758,329	15.00	907,684
PART-TIME SALARIES						
Administrative Assistant II	0.60	31,612	0.60	31,612	0.60	31,612
TOTAL PART-TIME SALARIES	0.60	31,612	0.60	31,612	0.60	31,612
SALARY TOTAL	11.60	789,941	11.60	789,941	15.60	939,296

DEPARTMENT STAFF SUMMARY

ECONOMIC DEVELOPMENT - GENERAL FUND

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Pension & Retirement		75,992		64,775		122,109
Workers' Compensation		10,761		10,044		7,554
Health Benefits		162,717		164,979		232,788
FICA		59,537		59,536		70,961
Miscellaneous		1,680		1,680		2,030
TOTAL OTHER PERSONAL SERVICES		310,687		301,014		435,442
TOTAL 27TH PAY COST		0		0		43,553
TOTAL FURLOUGH SAVINGS		(17,760)		0		0
TOTAL PERSONAL SERVICES	11.60	1,082,868 *	11.60	1,090,955	15.60	1,418,291

*FY 10 Salaries and Other Professional Services are Enacted not Audited amounts

DEPARTMENT: ECONOMIC DEVELOPMENT**DIVISION: Office of Economic Development****INDEX: 651000**

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, 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.

FY '11 - '12 KEY GOALS:

- 1 GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE
- 2 INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONES
- 3 UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT
- 4 FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
10	PERSONAL SERVICES	1,035,724	988,956	996,623	1,316,546	1,316,546
20	CONTRACTUAL SERVICES	503,571	501,107	470,824	410,117	410,117
30	SUPPLIES & MATERIALS	64,114	49,484	41,200	39,400	39,400
40	BUSINESS & TRAVEL	63,093	33,505	34,360	33,550	33,550
70	MISCELLANEOUS	513,632	385,000	356,500	245,500	245,500
80	INTERGOVERNMENTAL	5,602	9,941	11,700	2,500	2,500
	GRAND TOTAL	<u>2,185,736</u>	<u>1,967,993</u>	<u>1,911,207</u>	<u>2,047,613</u>	<u>2,047,613</u>
	<u>FUNDING SOURCE:</u>					
11	GENERAL	2,185,736	1,967,993	1,911,207	2,047,613	2,047,613
	GRAND TOTAL	<u>2,185,736</u>	<u>1,967,993</u>	<u>1,911,207</u>	<u>2,047,613</u>	<u>2,047,613</u>

DEPARTMENT: ECONOMIC DEVELOPMENT**DIVISION: Office of Economic Development****INDEX: 651000****FINANCIAL NOTES:**

The \$136,406 net increase in funding for Economic Development - Office of Economic Development is the result of:

	FY 11	FY 12	CHANGE	
o		76,268	76,268	Position created during FY 11, from an abolished vacant position in Budget and Management Research:
				# of Positions Salary Fringes Total
				1.00 48,000 28,268 76,268 Economic Development Associate
o		148,026	148,026	Positions created for FY 12 and funded for 1/2 year. These positions are partially funded by BRAC grant which ends approx 12/31/11.
				# of Positions Salary Fringes Total
				1.00 47,372 17,305 64,677 Administrator
				1.00 29,983 15,298 45,281 Economic Development Associate
				1.00 24,000 14,068 38,068 Administrative Assistant I
				<u>3.00 101,355 46,671 148,026</u>
o		40,290	40,290	Additional funds provided for a 27th pay which will occur in FY 12
o	154,809	177,685	22,876	Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	7,471	5,392	(2,079)	Workers' Compensation rate adjustments
o	59,010	93,553	34,543	Pension / Retirement rate adjustment
o	335,034	292,767	(42,267)	Other Professional Services
		FY 11	FY 12	Change
		2,500	2,500	0
		235,000	235,000	0
		3,000	3,000	0
		52,267	52,267	0
		6,500	0	(6,500)
		35,767	0	(35,767)
		<u>335,034</u>	<u>292,767</u>	<u>(42,267)</u>
				Manufacturer & Distribution Council Support
				Technology Master Plan - incubator program
				School to Career Technology Initiative
				Contractual Consultant Services
				MEDA Sponsorship - transferred these funds to Grants & Contributions
				Small Business Assistance - transferred these funds to Grants & Contributions

DEPARTMENT: ECONOMIC DEVELOPMENT**DIVISION: Office of Economic Development****INDEX: 651000****FINANCIAL NOTES:**

	FY 11	FY 12	CHANGE
o	123,235	101,725	(21,510) Line items significantly adjusted, based on actual expense history and state of the economy:

FY 11	FY 12	Change	
88,000	70,500	(17,500)	Other Advertising
10,000	9,000	(1,000)	Printing Commercial
300	0	(300)	Other Office Supplies
3,500	3,000	(500)	Delivery Charges
13,000	12,000	(1,000)	Other Food Supplies
0	200	200	Computer Software
400	200	(200)	Computer Supplies
5,035	4,325	(710)	Membership Fees & Dues
3,000	2,500	(500)	Fleet Daily Carpool Rentals
<u>123,235</u>	<u>101,725</u>	<u>(21,510)</u>	

o	356,500	245,500	(111,000) Grants & Contributions - all reductions recommended due to state of the economy, new funding for FY 12 transferred from Other Professional Services:

Title	FY 11	FY 12	Change
Economic Alliance of Greater Baltimore	22,500	20,000	(2,500)
Workforce Development Training	100,000	100,000	0
Northeast Maryland Tech Council	12,500	10,000	(2,500)
Economic Development Opportunity Fund	75,000	28,000	(47,000)
Susquehanna Workforce Development	67,000	20,000	(47,000)
Army Alliance with APG	75,000	50,000	(25,000)
Edgewood Micro-Enterprise Fund	4,500	2,500	(2,000)
Md Econ Dev Assoc	0	5,000	5,000
Small Business Dev. Ctr.	0	10,000	10,000
TOTAL	356,500	245,500	(111,000)

o	8,700	0	(8,700) Fleet Management Rentals - funding reallocated to new Fleet Replacement/Additions capital project

DIVISION STAFF SUMMARY

DEPARTMENT: ECONOMIC DEVELOPMENT
DIVISION: OFFICE OF ECONOMIC DEVELOPMENT

Index No. 651000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	0.00	0	1.00	48,000 A
Administrative Assistant II	2.00	76,432	2.00	76,432	2.00	76,432
Administrative Secretary III	1.00	56,136	1.00	56,136	1.00	56,136
Administrative Specialist I	1.00	61,351	1.00	61,351	1.00	61,351
Administrator	0.00	0	0.00	0	1.00	94,744 B
Dep. Director of Economic Development	1.00	93,315	1.00	93,315	1.00	93,315
Director of Economic Development	1.00	121,217	1.00	121,217	1.00	121,217
Economic Development Associate	3.00	213,435	3.00	213,435	5.00	321,401 C
Senior Economic Development Associate	1.00	66,137	1.00	66,137	1.00	66,137
FULL-TIME SALARIES	10.00	688,023	10.00	688,023	14.00	938,733
SALARY OFFSET		0		0		(101,355) D
TOTAL FULL-TIME SALARIES	10.00	688,023	10.00	688,023	14.00	837,378
PART-TIME SALARIES						
Administrative Assistant II	0.60	31,612	0.60	31,612	0.60	31,612
TOTAL PART-TIME SALARIES	0.60	31,612	0.60	31,612	0.60	31,612
SALARY TOTAL	10.60	719,635	10.60	719,635	14.60	868,990

DIVISION STAFF SUMMARY

DEPARTMENT: ECONOMIC DEVELOPMENT
DIVISION: OFFICE OF ECONOMIC DEVELOPMENT

Index No. 651000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		69,229		59,010		112,969
Workers' Compensation		8,005		7,471		5,691
Health Benefits		152,692		154,809		221,133
FICA		54,159		54,158		65,583
Miscellaneous		1,540		1,540		1,890
TOTAL OTHER PERSONAL SERVICES		285,625		276,988		407,266
TOTAL 27TH PAY COST		0		0		40,290
TOTAL FURLOUGH SAVINGS		(16,305)		0		0
TOTAL PERSONAL SERVICES	10.60	988,955 *	10.60	996,623	14.60	1,316,546

***FY 10 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Administrative Assistant I position created for 1/2 of the FY 12 budget year starting January 1, 2012 as grant funding ends - # 1578

B - One (1) Administrator position created for 1/2 of the FY 12 budget year starting January 1, 2012 as grant funding ends - # 1661

C - One (1) Economic Development Associate position created during FY 11 as grant funding ended - # 1496

One (1) Economic Development Associate position created for 1/2 of the FY 12 budget year starting January 1, 2012 as grant funding ends - # 0182

D - Three (3) salaries offset due to the end of grant funding for the first 1/2 of FY 12 - # 1661, 0182, 1578

OFFICE OF ECONOMIC DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To increase job opportunities and business investment within the Edgewood/Joppa and Greater Aberdeen/Havre de Grace Enterprise Zones.

Department Objective

To create opportunities for qualified resident businesses, including industrial and commercial/retail/service, to apply for potential Enterprise Zone tax credits by developing new jobs, constructing new facilities, and expanding or revitalizing existing facilities.

County Goal(s) Supported

IV. Economic Opportunity

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated*	\$100,000	\$250,000	\$100,000	\$100,000	\$150,000
Number of staff	2	1	1	1	1
<u>Output:</u>					
Total number of inquiries regarding Enterprise Zone real property and/or income tax certification	90	75	50	80	75
<u>Efficiency:</u>					
Percent of Enterprise Zone inquiries that received follow-up calls	100%	100%	100%	100%	100%
<u>Service Quality:</u>					
Number of inquiries that had additional follow-up after initial contact	20	19	25	20	30
<u>Outcome:</u>					
Number of businesses obtaining Enterprise Zone real property and/or income tax credits	8	12	4	10	7
Capital Investments	\$23,374,000	\$61,009,194	\$27,356,400	\$40,000,000	\$30,000,000
Number of full time jobs created	297	244	520	150	250
Number of part time jobs created	14	23	4	25	20

Explanation and Analysis of Performance Measures

The Office of Economic Development is charged with developing programs that create job opportunities for County residents and support resident business expansions throughout the County as part of the focus on revitalizing business areas.

* Dollars allocated in budget for Work Force Training Grants

OFFICE OF ECONOMIC DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To utilize financing resources to facilitate business growth and investment.

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

IV. Economic Opportunity

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$70,000	\$75,000	\$75,000	\$75,000	\$100,000
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of new Economic Development Opportunity Loan Fund applications	3	4	5	4	6
Number of meetings with prospective clients and existing businesses	107	98	105	125	125
<u>Efficiency:</u>					
Amount of time to process loan applications and loans	180 days	180 days	90 days	60 days	60 days
<u>Service Quality:</u>					
Percent of client contacts that are followed-up within 24 hour	90%	90%	100%	90%	100%
<u>Outcome:</u>					
Number of Economic Development Opportunity Loan applications processed	3	2	1	5	10

Explanation and Analysis of Performance Measures

The development, implementation, administration and growth of loan funds, with the resulting applications and loans, is tied to the interest rate environment in the marketplace and subject to the creditworthiness of applicants. The willingness of financial institutions to accept risk associated with business financing is a deciding factor. It is important to originate and sustain a moderate number of loans annually to manage the capital base and maintain portfolio quality, which in turn demonstrates the County's commitment to solid underwriting standards and financial incentives for businesses of all sizes.

OFFICE OF ECONOMIC DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To facilitate growth of technology-related industry.

Department Objective

To foster growth of tech-related industry and facilitate collaboration with Aberdeen Proving Ground and the education community.

County Goal(s) Supported

IV. Economic Opportunity

Measure	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2012
<u>Input:</u>					
Dollars allocated	\$200,000	\$200,000	\$220,000	\$235,000	\$235,000
Number of staff	1	1	1	1	1***
<u>Output:</u>					
Number of technology companies serviced, including incubator companies and defense contractors	16	22	47*	22	20
Number of expanding resident technology companies	14	12	11	10	5
Number of technology related workshops held	2	3	2**	4**	7**
*(Previously tracked as both new and expanding technology companies)					
<u>Efficiency:</u>					
Cost of conducting technology workshops	\$2,400	\$3,700	\$2,900	\$4,000	\$4,500
<u>Service Quality:</u>					
Percent of contacts from resident companies and company prospects responded to within 24 hours	85%	90%	95%	90%	90%
<u>Outcome:</u>					
Number of high value jobs created	130	175	220	200	210

* Peak of defense contractors working with CECOM, higher number of jobs for the following year.

** More workshops held through Harford Business Innovation Center

*** Part-time Resource Manager at the Harford Business Innovation Center

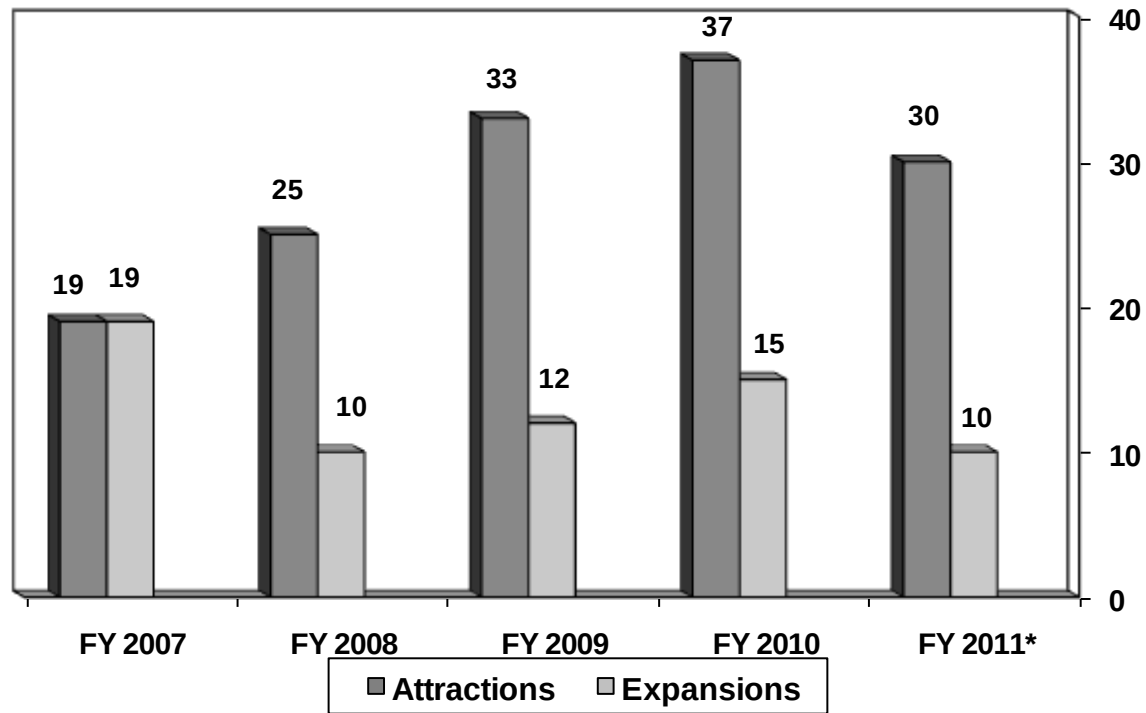
Explanation and Analysis of Performance Measures

Recruitment of technology companies, to include defense contractors, will provide higher wages for our citizens and establish our county as center for technology excellence.

Major Related Plans and Policies

Technology Development Master Plan - 2002; Technology Optimization Action Plan - 2008; Water and Sewer Master Plan; BPAC Recommendations - 2006
Harford Business Innovation Center (executed Incubator Plan) - 2009

Office of Economic Development Economic Growth



*Projected

DEPARTMENT: ECONOMIC DEVELOPMENT**DIVISION: Tourism & Marketing****INDEX: 652000****ORIGIN / PURPOSE:**

The Tourism and Marketing division was established in FY 2007 to concentrate on the promotion of Harford County, Maryland. The implementation of an advertising campaign and web site has been initiated to assist with the promotion of the County. Marketing will take place in the areas of sporting events / facilities as well as local events.

FY '11 - '12 KEY GOAL & OBJECTIVES**5 IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM & MARKETING DOLLARS**

- o Increase total annual person visits to Harford County
- o Increase total group businesses in Harford County facilities
- o Increase website visits to www.harfordmaryland.com
- o Increase free positive editorial coverage on Harford County

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	94,920	93,913	94,332	101,745	101,745
20	CONTRACTUAL SERVICES	43,885	6,819	61,592	60,092	60,092
30	SUPPLIES & MATERIALS	18,846	22,866	18,400	16,900	16,900
40	BUSINESS & TRAVEL	11,313	10,580	10,350	10,350	10,350
70	MISCELLANEOUS	98,500	89,592	5,000	5,000	5,000
	GRAND TOTAL	267,464	223,770	189,674	194,087	194,087
<u>FUNDING SOURCE:</u>						
11	GENERAL	267,464	223,770	189,674	194,087	194,087
	GRAND TOTAL	267,464	223,770	189,674	194,087	194,087

DEPARTMENT: ECONOMIC DEVELOPMENT**DIVISION: Tourism & Marketing****INDEX: 652000****FINANCIAL NOTES:**

The \$4,413 net increase in funding for Economic Development - Tourism & Marketing is the result of:

	FY 11	FY 12	CHANGE
o		3,263	3,263 Additional funds provided for a 27th pay which will occur in FY 12
o	5,765	9,140	3,375 Pension / Retirement rate adjustments
o	2,573	1,863	(710) Workers' Compensation rate adjustment
o	10,170	11,655	1,485 Health Benefits - adjusted for an anticipated 15% cost increase and staff opting for changes in level of coverage
o	9,000	6,000	(3,000) Line items significantly reduced due to the state of the economy and actual expenses:

FY 11	FY 12	Change	
2,500	1,000	(1,500)	Other Professional Services
4,500	3,500	(1,000)	General Office Mailing
2,000	1,500	(500)	Other Food Supplies
<u>9,000</u>	<u>6,000</u>	<u>(3,000)</u>	

o	5,000	5,000	0 Grants & Contributions - for special events

DIVISION STAFF SUMMARY

DEPARTMENT: ECONOMIC DEVELOPMENT
DIVISION: TOURISM & MARKETING

Index No. 652000

POSITION TITLE	ENACTED FY 10		ENACTED FY 11		ENACTED FY 12	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Economic Development Associate	<u>1.00</u>	<u>70,306</u>	<u>1.00</u>	<u>70,306</u>	<u>1.00</u>	<u>70,306</u>
SALARY TOTAL	<u>1.00</u>	<u>70,306</u>	<u>1.00</u>	<u>70,306</u>	<u>1.00</u>	<u>70,306</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		6,763		5,765		9,140
Workers' Compensation		2,756		2,573		1,863
Health Benefits		10,025		10,170		11,655
FICA		5,378		5,378		5,378
Miscellaneous	<u></u>	<u>140</u>	<u></u>	<u>140</u>	<u></u>	<u>140</u>
TOTAL OTHER PERSONAL SERVICES		25,062		24,026		28,176
TOTAL 27TH PAY COST		0		0		3,263
FURLOUGH SAVINGS	<u></u>	<u>(1,455)</u>	<u></u>	<u>0</u>	<u></u>	<u>0</u>
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>93,913 *</u>	<u>1.00</u>	<u>94,332</u>	<u>1.00</u>	<u>101,745</u>

*FY 10 Salaries and Other Personal Services are Enacted not Audited amounts



*Ripken Stadium
Aberdeen, Maryland*

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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	240,562	155,832	411,000	386,000	386,000
30	SUPPLIES & MATERIALS	0	0	32,050	31,800	31,800
40	BUSINESS & TRAVEL	0	0	100	100	100
60	DEBT SERVICE	73,381,245	83,173,057	72,429,392	75,156,558	75,156,558
70	MISCELLANEOUS	3,603	37,658	0	0	0
	GRAND TOTAL	<u>73,625,410</u>	<u>83,366,547</u>	<u>72,872,542</u>	<u>75,574,458</u>	<u>75,574,458</u>
<u>SUMMARY BY FUND:</u>						
11	GENERAL	51,880,180	61,740,769	45,234,377	50,538,252	50,538,252
25	HIGHWAYS	647,577	623,274	626,794	1,189,886	1,189,886
27	AG PRESERVATION - COUNTY	4,508,657	4,292,992	4,102,600	4,247,308	4,247,308
31	TAX INCREMENT FINANCING	0	0	2,900,000	1,825,000	1,825,000
53	WATER & SEWER DEBT SERVICE	13,880,981	14,037,696	17,279,155	15,126,946	15,126,946
55	SOLID WASTE SERVICES	2,708,015	2,671,816	2,729,616	2,647,066	2,647,066
	GRAND TOTAL	<u>73,625,410</u>	<u>83,366,547</u>	<u>72,872,542</u>	<u>75,574,458</u>	<u>75,574,458</u>

DEBT SERVICE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY DIVISION:</u>						
661110	PRINCIPAL GENERAL FUND	15,458,335	16,891,124	25,239,063	27,007,265	27,007,265
662110	INTEREST GENERAL FUND	10,036,831	11,758,675	16,399,508	19,081,608	19,081,608
664110	SERVICE COSTS GENERAL FUND	554,917	1,187,192	577,900	670,000	670,000
665110	LEASE FINANCE PRINCIPAL GENERAL FUND	2,624,081	2,723,808	2,827,326	3,634,104	3,634,104
666110	LEASE FINANCE INTEREST GENERAL FUND	393,822	294,096	190,580	145,275	145,275
667110	CURRENT / ADVANCE REFUNDING	22,812,194	28,885,874	0	0	0
661250	PRINCIPAL HIGHWAYS FUND	32,264	8,992	7,934	7,934	7,934
662250	INTEREST HIGHWAYS FUND	2,050	1,018	595	198	198
664250	SERVICE COSTS HIGHWAYS FUND	0	0	5,000	5,000	5,000
665250	LEASE FINANCE PRINCIPAL HIGHWAYS FUND	533,235	553,501	574,537	1,113,874	1,113,874
666250	LEASE FINANCE INTEREST HIGHWAYS FUND	80,028	59,763	38,728	62,880	62,880
661270	PRINCIPAL AG PRESERVATION - COUNTY	1,424,166	1,076,889	920,544	1,116,128	1,116,128
662270	INTEREST AG PRESERVATION - COUNTY	2,953,784	3,192,317	3,131,806	3,081,180	3,081,180
664270	SERVICE COSTS AG PRESERVATION - COUNTY	130,707	23,786	50,250	50,000	50,000
661310	PRINCIPAL TAX INCREMENT FINANCING	0	0	1,450,000	700,000	700,000
662310	INTEREST TAX INCREMENT FINANCING	0	0	850,406	1,120,000	1,120,000
664310	SERVICE COSTS TAX INCREMENT FINANCING	0	0	599,594	5,000	5,000
661530	PRINCIPAL W&S DEBT SERVICE FUND	10,402,842	10,066,642	11,882,153	9,036,098	9,036,098
662530	INTEREST W&S DEBT SERVICE FUND	3,166,332	3,350,569	4,916,740	5,400,602	5,400,602
664530	SERVICE COSTS W&S DEBT SERVICE FUND	241,546	550,224	410,000	422,000	422,000
665530	LEASE FINANCE PRINCIPAL W&S DEBT SERVICE	61,092	63,414	65,825	250,152	250,152
666530	LEASE FINANCE INTEREST W&S DEBT SERVICE	9,169	6,847	4,437	18,094	18,094
661550	PRINCIPAL SOLID WASTE SERVICES	1,140,000	1,200,000	0	1,330,000	1,330,000
662550	INTEREST SOLID WASTE SERVICES	406,650	349,650	0	220,500	220,500
664550	SERVICE COSTS SOLID WASTE SERVICES	0	0	150,000	100,000	100,000
665550	LEASE FINANCE PRINCIPAL SOLID WASTE MGT	923,676	932,177	2,151,001	900,160	900,160
666550	LEASE FINANCE INTEREST SOLID WASTE MGT	237,689	189,989	428,615	96,406	96,406
GRAND TOTAL		<u>73,625,410</u>	<u>83,366,547</u>	<u>72,872,542</u>	<u>75,574,458</u>	<u>75,574,458</u>

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds

Harford County went to the bond market June 1, 2010 for a \$219,345,000 bond sale (\$91,000,000 in Consolidated Public Improvement Bonds - Tax Exempt; \$102,575,000 in Consolidated Public Improvement Bonds Taxable Build America Bonds - Direct Payment; and \$25,770,000 in Refunding Bonds Tax Exempt). The County received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of June 1, 2010.

It is Harford County's practice to conduct a bi-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 12 Approved Capital Budget:

General Capital:

HMAN (Harford County Metro Area Network)	8,000,000
Harford County Southern Resource Annex	5,000,000
Total General	<u>13,000,000</u>

Harford Community College:

New Allied Health and Nursing Building	485,000
Susquehanna Center Addition / Renovations	5,900,000
Total Harford Community College	<u>6,385,000</u>

Solid Waste Services

Solid Waste Transfer Station	3,200,000
Total Solid Waste Services	<u>3,200,000</u>

Libraries

Havre de Grace Expansion	535,000
Total Libraries	<u>535,000</u>

Parks and Recreation:

Athletic Field Improvements	1,250,000
Total Parks and Recreation	<u>1,250,000</u>

TOTAL GENERAL FUND PROJECTS

24,370,000

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
PRINCIPAL PAYMENTS:					
6101 County Bonds	6,395,551	6,656,266	7,382,893	7,727,395	7,727,395
6101 Current/Advance Refunding	22,812,194	28,885,874	0	0	0
6103 School Bonds	6,692,990	7,575,299	13,084,257	15,020,096	15,020,096
6105 College Bonds	1,012,411	1,193,864	1,289,080	1,266,915	1,266,915
6112 Notes	585,000	585,438	2,495,438	1,785,701	1,785,701
6114 Solid Waste Services	772,383	880,257	987,395	1,207,158	1,207,158
TOTAL PRINCIPAL PAYMENTS	38,270,529	45,776,998	25,239,063	27,007,265	27,007,265
INTEREST PAYMENTS:					
6201 County Bonds	3,113,334	3,108,231	3,251,687	3,737,216	3,737,216
6203 School Bonds	5,264,982	6,886,492	10,931,321	13,736,296	13,736,296
6205 College Bonds	1,165,065	1,107,345	1,090,474	703,461	703,461
6212 Notes	152,665	196,755	586,947	154,925	154,925
6214 Solid Waste Services	340,785	459,852	539,079	749,710	749,710
TOTAL INTEREST PAYMENTS	10,036,831	11,758,675	16,399,508	19,081,608	19,081,608
TOTAL PAYMENTS	48,307,360	57,535,673	41,638,571	46,088,873	46,088,873

HARFORD COUNTY, MARYLAND				
FY 12 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS				
			PRINCIPAL	INTEREST
			6101	6201
COUNTY BONDS:				
	2002	Bonds	1,327,500	45,415
	2003	Refunding Bonds	283,531	20,317
	2004	Bonds	1,111,180	117,456
	2005	Bonds	339,545	249,526
	2007	Bonds	1,399,990	1,120,692
	2009	Refunding Bonds	1,409,070	227,422
	2009	Bonds	208,000	359,752
	2010	Refunding Bonds	780,470	562,283
	2010	Series A	868,109	460,700
	2010	Series B	0	573,653
TOTAL COUNTY BONDS			7,727,395	3,737,216
			6103	6203
SCHOOL BONDS:				
	2002	Bonds	270,000	25,218
	2003	Refunding Bonds	902,912	66,396
	2004	Bonds	459,681	243,902
	2005	Bonds	1,293,323	950,439
	2007	Bonds	2,995,870	2,398,193
	2009	Refunding Bonds	1,467,740	236,891
	2009	Bonds	2,012,000	3,479,922
	2010	Refunding Bonds	775,370	558,608
	2010	Series A	4,843,200	2,572,950
	2010	Series B	0	3,203,777
TOTAL SCHOOL BONDS			15,020,096	13,736,296
			6105	6205
COLLEGE BONDS:				
	2002	Bonds	22,500	1,868
	2003	Refunding Bonds	119,192	8,892
	2004	Bonds	179,140	95,050
	2005	Bonds	129,907	95,466
	2007	Bonds	383,076	306,654
	2009	Refunding Bonds	280,560	45,282
	2009	Bonds	32,500	56,211
	2010	Refunding Bonds	104,040	74,954
	2010	Series A	16,000	8,500
	2010	Series B	0	10,584
TOTAL COLLEGE BONDS			1,266,915	703,461

HARFORD COUNTY, MARYLAND				
FY 12 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS				
			PRINCIPAL	INTEREST
			6114	6214
SOLID WASTE SERVICES:				
	1999	Water Quality Refunding Bonds	422,490	38,193
	2003	Refunding Bonds	150,438	11,223
	2005	Bonds	14,910	10,957
	2007	Bonds	221,064	176,962
	2009	Refunding Bonds	41,856	6,756
	2009	Bonds	150,000	259,437
	2010	Series A	206,400	109,650
	2010	Series B	0	136,532
TOTAL SOLID WASTE SERVICES			1,207,158	749,710
			6112	6212
NOTES:				
Principal & Interest on Short Term Financing:				
		Washington Court	1,385,000	42,165
		Preston	400,000	38,010
		PACA LTD	0	74,750
		Stuart Terrace	701	0
TOTAL NOTES			1,785,701	154,925
TOTAL GENERAL FUND PRINCIPAL & INTEREST			27,007,265	19,081,608

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661250 Principal, 662250 Interest - Highways Fund**

It is Harford County's practice to conduct a bi-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 for FY 12:

Roadways:

Moore's Mill Road 4,300,000

TOTAL HIGHWAYS FUND PROJECTS 4,300,000

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
PRINCIPAL PAYMENTS:					
6101 County Bonds	32,264	8,992	7,934	7,934	7,934
TOTAL PRINCIPAL PAYMENTS	32,264	8,992	7,934	7,934	7,934
INTEREST PAYMENTS:					
6201 County Bonds	2,050	1,018	595	198	198
TOTAL INTEREST PAYMENTS	2,050	1,018	595	198	198
TOTAL PAYMENTS	34,314	10,010	8,529	8,132	8,132

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661270 Principal, 662270 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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
PRINCIPAL PAYMENTS:					
6113 Agricultural Preservation	1,424,166	1,076,889	920,544	1,116,128	1,116,128
TOTAL PRINCIPAL PAYMENTS	1,424,166	1,076,889	920,544	1,116,128	1,116,128
INTEREST PAYMENTS:					
6213 Agricultural Preservation	2,953,784	3,192,317	3,131,806	3,081,180	3,081,180
TOTAL INTEREST PAYMENTS	2,953,784	3,192,317	3,131,806	3,081,180	3,081,180
TOTAL PAYMENTS	4,377,950	4,269,206	4,052,350	4,197,308	4,197,308

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661310 Principal, 662310 Interest
Tax Increment Financing (Beechtree)**

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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
PRINCIPAL PAYMENTS:					
6101 County Bonds	0	0	1,450,000	700,000	700,000
TOTAL PRINCIPAL PAYMENTS	0	0	1,450,000	700,000	700,000
INTEREST PAYMENTS:					
6201 County Bonds	0	0	850,406	1,120,000	1,120,000
TOTAL INTEREST PAYMENTS	0	0	850,406	1,120,000	1,120,000
TOTAL PAYMENTS	0	0	2,300,406	1,820,000	1,820,000

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661530 Principal, 662530 Interest Water & Sewer Debt Service Funds

Harford County went to the bond market June 1, 2010 for a \$219,345,000 bond sale (\$91,000,000 in Consolidated Public Improvement Bonds - Tax Exempt; \$102,575,000 in Consolidated Public Improvement Bonds Taxable Build America Bonds - Direct Payment; and \$25,770,000 in Refunding Bonds Tax Exempt). The County received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of June 1, 2010.

It is Harford County's practice to conduct a bi-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 12 Approved Capital Budget:

Water Projects

Abingdon WTP Expansion	2,000,000
City of Baltimore - Deer Creek PS & Valve Improvements	3,700,000
City of Baltimore Raw Water Supply	3,300,000

Sewer Projects

Bynum Run Parallel 6 & 7	620,000
ENR Refinement at Sod Run	8,600,000
Harford Estates Pump Station Abandonment	130,000
Sod Run WWTP - Sludge Pad Cover	695,000

TOTAL WATER & SEWER PROJECTS	19,045,000

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661530 Principal, 662530 Interest
Water & Sewer Debt Service Funds**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
PRINCIPAL PAYMENTS:					
6102 State Loans	2,261,622	2,393,040	2,376,375	2,119,934	2,119,934
6106 Water & Sewer Bonds	8,076,143	7,603,255	9,433,027	6,877,991	6,877,991
6109 Farmers Home Loans	30,800	35,030	36,629	38,173	38,173
6115 DBED Loan	34,277	35,317	36,122	0	0
TOTAL PRINCIPAL PAYMENTS	10,402,842	10,066,642	11,882,153	9,036,098	9,036,098
INTEREST PAYMENTS:					
6202 State Loans	398,748	328,128	253,561	178,746	178,746
6206 Water & Sewer Bonds	2,706,665	2,956,268	4,399,521	5,160,570	5,160,570
6209 Farmers Home Loans	58,132	64,426	62,830	61,286	61,286
6212 Notes	0	0	200,000	0	0
6215 DBED Loan	2,787	1,747	828	0	0
TOTAL INTEREST PAYMENTS	3,166,332	3,350,569	4,916,740	5,400,602	5,400,602
TOTAL PAYMENTS	13,569,174	13,417,211	16,798,893	14,436,700	14,436,700

**HARFORD COUNTY, MARYLAND
FY 12 WATER & SEWER DEBT SERVICE
PRINCIPAL & INTEREST PAYMENTS**

			PRINCIPAL	INTEREST
			6102	6202
STATE LOANS:				
1991	Loans		986,816	68,599
1999	Loans		65,607	13,645
1999	Refunding		<u>1,067,511</u>	<u>96,502</u>
TOTAL STATE LOANS			2,119,934	178,746
			6106	6206
WATER & SEWER BONDS:				
2002	Bonds		65,000	3,325
2003	Refunding Bonds		1,810,995	129,851
2004	Bonds		200,000	102,550
2005	Bonds		322,316	236,864
2007	Bonds		1,150,000	1,059,000
2009	Refunding Bonds		625,770	100,998
2009	Bonds		597,500	1,033,426
2010	Bonds		40,120	28,904
2010	Series A		2,066,290	1,098,200
2010	Series B		<u>0</u>	<u>1,367,452</u>
TOTAL WATER & SEWER BONDS			6,877,991	5,160,570
			6109	6209
FARMERS HOME LOAN:				
	Home Loan 2001 - Whiteford		27,226	38,571
	Home Loan 2004 - Old Joppa		4,696	7,917
	Oaklyn Manor		<u>6,251</u>	<u>14,798</u>
TOTAL FARMERS HOME LOAN			38,173	61,286
TOTAL WATER & SEWER DEBT SERVICE PRINCIPAL & INTEREST			9,036,098	5,400,602

DEPARTMENT: DEBT SERVICE - GENERAL FUND**DIVISION: Lease Finance - 665110 Principal
Lease Finance - 666110 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease / purchase or other methods of financing.

Principal and the funding of Interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

Lease Finance - 665110 Principal Payments	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
6107 Lease Purchase Principal Payments 2007 County Lease @ \$ 1,498,751 Fleet Lease @ \$699,329	1,340,084	1,391,013	1,443,878	2,198,080	2,198,080
6133 2007 School Lease	1,216,654	1,262,892	1,310,888	1,360,707	1,360,707
6135 2007 College Lease	67,343	69,903	72,560	75,317	75,317
TOTAL PRINCIPAL PAYMENTS	2,624,081	2,723,808	2,827,326	3,634,104	3,634,104
Lease Finance - 666110 Interest Payments	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
6207 Lease Purchase Interest Payments 2007 County Lease @ \$42,453 Fleet Lease @ \$62,145	201,120	150,191	97,327	104,598	104,598
6233 2007 School Lease	182,595	136,357	88,362	38,543	38,543
6235 2007 College Lease	10,107	7,548	4,891	2,134	2,134
TOTAL INTEREST PAYMENTS	393,822	294,096	190,580	145,275	145,275
TOTAL LEASE FINANCE PAYMENTS	3,017,903	3,017,904	3,017,906	3,779,379	3,779,379

DEPARTMENT: DEBT SERVICE - HIGHWAY
DIVISION: Lease Finance - 665250 Principal
Lease Finance - 666250 Interest

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease / purchase or other methods of financing.

Principal and the funding of interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

Lease Finance - 665250 Principal Payments	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
6107 Lease Purchase Principal Payments: 2007 Lease @ \$596,371 Fleet Lease @ \$517,503	533,235	553,501	574,537	1,113,874	1,113,874
TOTAL PRINCIPAL PAYMENTS	533,235	553,501	574,537	1,113,874	1,113,874
Lease Finance - 666250 Interest Payments	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
6207 Lease Purchase Interest Payments: 2007 Lease @ \$16,893 Fleet Lease @ \$45,987	80,028	59,763	38,728	62,880	62,880
TOTAL INTEREST PAYMENTS	80,028	59,763	38,728	62,880	62,880
TOTAL LEASE FINANCE PAYMENTS	613,263	613,264	613,265	1,176,754	1,176,754

DEPARTMENT: DEBT SERVICE - WATER & SEWER**DIVISION: Lease Finance - 665530 Principal****Lease Finance - 666530 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease / purchase or other methods of financing.

Principal and the funding of interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

Lease Finance - 665530 Principal Payments	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
6136 Lease Purchase Principal Payments: 2007 Lease @ \$68,326 Fleet Lease @ \$181,826	61,092	63,414	65,825	250,152	250,152
TOTAL PRINCIPAL PAYMENTS	61,092	63,414	65,825	250,152	250,152
Lease Finance - 666530 Interest Payments	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
6236 Lease Purchase Interest Payments: 2007 Lease @ \$1,936 Fleet Lease @ \$16,158	9,169	6,847	4,437	18,094	18,094
TOTAL INTEREST PAYMENTS	9,169	6,847	4,437	18,094	18,094
TOTAL LEASE FINANCE PAYMENTS	70,261	70,261	70,262	268,246	268,246

DEPARTMENT: DEBT SERVICE - SOLID WASTE SERVICES**DIVISION:****Lease Finance - 661550 and 665550 Principal****Lease Finance - 662550 and 666550 Interest**

The Northeast Maryland Waste Disposal Authority (NMWDA) will issue bonds and purchase the Waste To Energy Plant on behalf of the County, with the County responsible for payment of the bonded debt. This debt service was appropriated as Principal and Interest payments in the County's FY 03 Operating Budget and included at estimated amounts, as the contract was not yet finalized. After review by the County's outside auditors, it was determined that Lease Purchase payments were a more suited method of appropriating and accounting for this expense. Therefore, starting in FY 04 this debt service is included as Lease Purchase Principal and Interest, and funding levels have been adjusted based on the contract.

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
Lease Purchase Principal Payments:	2,063,676	2,132,177	2,151,001	2,230,160	2,230,160
WTE Lease 2002 650,000					
WTE Retrofit 1,330,000					
2007 Lease 250,160					
Total <u>2,230,160</u>					
TOTAL PRINCIPAL PAYMENTS	2,063,676	2,132,177	2,151,001	2,230,160	2,230,160
	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
Lease Purchase Interest Payments:	644,339	539,639	428,615	316,906	316,906
WTE Lease 2002 89,320					
WTE Retrofit 220,500					
2007 Lease 7,086					
Total <u>316,906</u>					
TOTAL INTEREST PAYMENTS	644,339	539,639	428,615	316,906	316,906
TOTAL LEASE FINANCE PAYMENTS	2,708,015	2,671,816	2,579,616	2,547,066	2,547,066

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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
GENERAL FUND					
CONTRACTUAL SERVICES:					
2402 Legal Notice	0	0	4,000	4,000	4,000
2602 Legal Services	52,031	22,960	75,000	75,000	75,000
2603 Management Services	15,902	263	20,000	20,000	20,000
2604 Financial / Audit	0	0	12,000	12,000	12,000
2699 Other Professional Services (Bank Fees, etc.)	3,391	3,543	5,000	5,000	5,000
TOTAL CONTRACTUAL SERVICES	71,324	26,766	116,000	116,000	116,000
SUPPLIES & MATERIALS:					
3101 General Office Supplies	0	0	350	350	350
3103 Printing - Commercial	0	0	10,750	10,750	10,750
3201 Delivery Charges	0	0	700	700	700
TOTAL SUPPLIES & MATERIALS	0	0	11,800	11,800	11,800
BUSINESS & TRAVEL:					
4202 Parking & Tolls	0	0	50	50	50
4401 Meals	0	0	50	50	50
TOTAL BUSINESS & TRAVEL	0	0	100	100	100
DEBT SERVICE:					
6303 Costs of Issuance	480,514	1,160,426	440,000	532,100	532,100
6304 Costs of Issuance - Schools	0	0	5,000	5,000	5,000
6305 Costs of Issuance - College	0	0	5,000	5,000	5,000
TOTAL DEBT SERVICE	480,514	1,160,426	450,000	542,100	542,100
MISCELLANEOUS:					
7102 Payments to Other Gov't Agencies	3,079	0	0	0	0
TOTAL GENERAL FUND SERVICE COSTS	554,917	1,187,192	577,900	670,000	670,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664250 Highways Fund**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
HIGHWAYS FUND					
CONTRACTUAL SERVICES:					
2699 Other Professional Services	0	0	5,000	5,000	5,000
TOTAL HIGHWAYS FUND SERVICE COSTS	0	0	5,000	5,000	5,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664270 AG Preservation - County**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
AG PRESERVATION - COUNTY					
CONTRACTUAL SERVICES:					
2602 Legal Services	48,028	1,232	25,000	25,000	25,000
SUPPLIES & MATERIALS:					
3201 Delivery Charges	0	0	250	0	0
DEBT SERVICE:					
6303 Costs of Issuance	82,679	22,554	25,000	25,000	25,000
TOTAL AG PRESERVATION-COUNTY SERVICE COSTS	130,707	23,786	50,250	50,000	50,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664310 Tax Increment Financing**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
TAX INCREMENT FINANCING					
DEBT SERVICE:					
6303 Costs of Issuance	0	0	599,594	5,000	5,000
TOTAL TAX INCREMENT FINANCING SERVICE COSTS	0	0	599,594	5,000	5,000

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664530 Water & Sewer Debt Service

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
WATER & SEWER DEBT SERVICE					
CONTRACTUAL SERVICES:					
2602 Legal Services	10,303	1,276	20,000	20,000	20,000
2603 Management Services	109,549	125,451	150,000	150,000	150,000
2699 Other Professional Services (Bank Fees, etc.)	1,358	1,107	20,000	20,000	20,000
TOTAL CONTRACTUAL SERVICES	121,210	127,834	190,000	190,000	190,000
SUPPLIES & MATERIALS:					
3103 Printing - Commercial	0	0	20,000	20,000	20,000
DEBT SERVICE:					
6303 Costs of Issuance	119,812	384,732	200,000	212,000	212,000
MISCELLANEOUS:					
7102 Payments to Other Government Agencies	524	37,658	0	0	0
TOTAL WATER & SEWER DEBT SERVICE COSTS	241,546	550,224	410,000	422,000	422,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664550 Solid Waste Services - Waste to Energy Plant**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
SOLID WASTE SERVICES					
CONTRACTUAL SERVICES:					
2602 Legal Services	0	0	20,000	10,000	10,000
2604 Financial / Audit	0	0	55,000	40,000	40,000
TOTAL CONTRACTUAL SERVICES	0	0	75,000	50,000	50,000
DEBT SERVICE:					
6303 Costs of Issuance	0	0	75,000	50,000	50,000
TOTAL SOLID WASTE SERVICES SERVICE COSTS	0	0	150,000	100,000	100,000
TOTAL ALL FUNDS SERVICE COSTS	927,170	1,761,202	1,792,744	1,252,000	1,252,000

INSURANCE

ORIGIN/PURPOSE:

The County maintains a Self-Insurance Fund for the purpose of paying 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 \$350,000 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 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.

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	1,410,973	0	370,433	0	0
	GRAND TOTAL	<u>1,410,973</u>	<u>0</u>	<u>370,433</u>	<u>0</u>	<u>0</u>

INSURANCE

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY FUND:</u>						
11	GENERAL	941,873	0	0	0	0
25	HIGHWAYS	245,137	0	217,040	0	0
51	WATER AND SEWER	223,963	0	153,393	0	0
	GRAND TOTAL	1,410,973	0	370,433	0	0

SUMMARY BY DIVISION:

671110	GENERAL FUND INSURANCE	941,873	0	0	0	0
671250	HIGHWAYS INSURANCE	245,137	0	217,040	0	0
671510	WATER AND SEWER INSURANCE	223,963	0	153,393	0	0
	GRAND TOTAL	1,410,973	0	370,433	0	0

INSURANCE					
	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
GENERAL FUND INSURANCE INDEX # 671110	941,873	0	0	0	0
2599 Other Insurance					
NOTE: Due to the state of the economy the General Fund's share of Self Insurance is not funded for FY 12					
HIGHWAYS FUND INSURANCE INDEX # 671250	245,137	0	217,040	0	0
2599 Other Insurance					
NOTE: Due to the state of the economy the Highways Fund's share of Self Insurance is not funded for FY 12					
WATER & SEWER OPERATING FUND INSURANCE INDEX # 671510	223,963	0	153,393	0	0
2599 Other Insurance					
NOTE: Due to the state of the economy the Water & Sewer Fund's share of Self Insurance is not funded for FY 12					
TOTAL OTHER INSURANCE	1,410,973	0	370,433	0	0
General Liability 0					
Auto Liability 0					
Property Damage 0					

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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

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONNEL SERVICES	9,551,274	2,513,648	2,036,707	2,848,955	2,848,955
20	CONTRACTUAL SERVICES	1,965,723	2,681,036	4,132,960	5,748,960	5,748,960
40	BUSINESS AND TRAVEL	32,443	0	0	0	0
	GRAND TOTAL	11,549,440	5,194,684	6,169,667	8,597,915	8,597,915

<u>SUMMARY BY FUND:</u>						
11	GENERAL	9,233,394	4,121,830	4,454,471	6,260,950	6,260,950
25	HIGHWAYS	1,400,182	844,409	1,272,928	1,627,653	1,627,653
51	WATER AND SEWER	915,864	228,445	442,268	709,312	709,312
	GRAND TOTAL	11,549,440	5,194,684	6,169,667	8,597,915	8,597,915

<u>SUMMARY BY DIVISION:</u>						
681110	GENERAL FUND BENEFITS	9,233,394	4,121,830	4,454,471	6,260,950	6,260,950
681250	HIGHWAYS BENEFITS	1,400,182	844,409	1,272,928	1,627,653	1,627,653
681510	WATER AND SEWER BENEFITS	915,864	228,445	442,268	709,312	709,312
	GRAND TOTAL	11,549,440	5,194,684	6,169,667	8,597,915	8,597,915

DEPARTMENT: BENEFITS**DIVISION: BENEFITS****INDEX: 681110**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
GENERAL FUND BENEFITS INDEX # 681110					
1203 Firemen's Pension Per actuarial and Treasurer's adjustments	2,387,771	1,700,477	1,670,207	2,026,627	2,026,627
1205 Sheriff's Pension Per actuarial	500,000	0	90,000	0	0
1299 Other Unfunded past service liability costs for Liquor Board employees in the State Retirement & Pension Plans	5,786	5,786	6,500	6,500	6,500
1301 Workers' Compensation Additional funds required to meet actuarial level	270,000	270,000	0	489,497	489,497
1350 OPEB	5,148,568	1,110,359	0	0	0
1399 Other Health Insurance	(413,378)	(770,358)	0	0	0
2505 Unemployment Insurance	45,792	162,611	48,960	48,960	48,960
2507 Death Benefits	26,124	2,955	15,000	15,000	15,000
2514 Retiree's Insurance Per actuarial	1,233,180	1,640,000	2,623,804	3,674,366	3,674,366
4701 Tuition Reimbursement	29,551	0	0	0	0
TOTAL INDEX	9,233,394	4,121,830	4,454,471	6,260,950	6,260,950

DEPARTMENT: BENEFITS**DIVISION: BENEFITS****INDEX: 681250, 681510**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
HIGHWAYS FUND BENEFITS INDEX # 681250					
1301 Workers' Compensation	233,304	250,000	250,000	203,957	203,957
1350 OPEB	809,194	124,005	0	0	0
1399 Other Health Insurance Health Care Consortium Call No funding required for FY 12	(89,950)	(124,005)	0	0	0
2505 Unemployment Insurance	14,175	4,409	20,000	20,000	20,000
2507 Death Benefits	0	0	2,000	2,000	2,000
2514 Retiree's Insurance Per actuarial	431,926	590,000	1,000,928	1,401,696	1,401,696
4701 Tuition Reimbursement	1,533	0	0	0	0
TOTAL INDEX	1,400,182	844,409	1,272,928	1,627,653	1,627,653
WATER & SEWER FUND BENEFITS INDEX # 681510					
1301 Workers' Compensation	8,012	20,000	20,000	122,374	122,374
1350 OPEB	682,254	108,605	0	0	0
1399 Other Health Insurance Health Care Consortium Call No funding required for FY 12	9,713	(181,221)	0	0	0
2505 Unemployment Insurance	4,192	8,061	9,000	9,000	9,000
2507 Death Benefits	0	0	2,000	2,000	2,000
2514 Retiree's Insurance Per actuarial	210,334	273,000	411,268	575,938	575,938
4701 Tuition Reimbursement	1,359	0	0	0	0
TOTAL INDEX	915,864	228,445	442,268	709,312	709,312

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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 12 are allocated to the following budgets: General Fund, Highways Fund, and Water and Sewer.

The General Fund Paygo account also includes funding allocations for Closure Reserve, Rural Legacy Program and Water and Sewer.

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 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	<u>29,939,347</u>	<u>14,116,853</u>	<u>11,055,037</u>	<u>20,003,918</u>	<u>21,674,741</u>
	GRAND TOTAL	<u>29,939,347</u>	<u>14,116,853</u>	<u>11,055,037</u>	<u>20,003,918</u>	<u>21,674,741</u>

PAYGO

ALL FUND SUMMARY:

		AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
<u>SUMMARY BY FUND:</u>						
11	GENERAL	13,727,343	5,725,000	4,210,437	9,738,918	9,738,918
25	HIGHWAYS	12,237,004	6,926,853	6,686,200	7,995,000	10,245,000
51	WATER AND SEWER OPERATING	3,975,000	1,465,000	158,400	2,270,000	1,690,823
	GRAND TOTAL	29,939,347	14,116,853	11,055,037	20,003,918	21,674,741

<u>SUMMARY BY DIVISION:</u>						
705110	PAYGO GENERAL FUND	13,727,343	5,725,000	3,310,437	9,688,918	9,688,918
705110	PAYGO GENERAL FUND - RURAL LEGACY	0	0	50,000	50,000	50,000
705110	PAYGO - GENERAL FUND - WATER & SEWER	0	0	850,000	0	0
705250	PAYGO HIGHWAYS	12,237,004	6,926,853	6,686,200	7,995,000	10,245,000
705510	PAYGO WATER AND SEWER	3,975,000	1,465,000	158,400	2,270,000	1,690,823
	GRAND TOTAL	29,939,347	14,116,853	11,055,037	20,003,918	21,674,741

DEPARTMENT: PAYGO**DIVISION: PAYGO GENERAL FUND****Index No. 705110**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
7601 CAPITAL IMPROVEMENTS	11,727,343	3,725,000	3,310,437	9,688,918	9,688,918
7602 CAPITAL IMPROVEMENTS - IMPACT FEE	2,000,000	2,000,000	0	0	0
TOTAL PAYGO CAPITAL IMPROVEMENTS	13,727,343	5,725,000	3,310,437	9,688,918	9,688,918

For FY 12 General Fund Paygo funds, amounting to \$9,688,918 will provide for the following capital projects:

GENERAL:

Fleet Replacement 1,300,000

Total General Projects 1,300,000

WATER RESOURCES:

Wheel Creek Watershed Restoration 142,818

Total Water Resources Projects 142,818

PARKS AND RECREATION:

Oakington Farm 150,000

Trails and Linear Parks 75,000

Total Parks and Recreation Projects 225,000

SHERIFF / EMERGENCY / FIRE:

700 MHz Wireless Radio System 400,000

Norrisville Station 750,000

Total Sheriff / Emergency / Fire Projects 1,150,000

SOLID WASTE SERVICES:

HWDC Landfill Capping 6,650,000

Total Solid Waste Services Projects 6,650,000

LIBRARIES:

Aberdeen Branch Feasibility & Expansion Study 56,000

Darlington Branch Feasibility Study 56,000

Technology 109,100

Total Libraries Projects 221,100

DEPARTMENT: PAYGO**DIVISION: PAYGO HIGHWAYS FUND****Index No. 705250**

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
7601 CAPITAL IMPROVEMENTS	12,237,004	6,926,853	6,686,200	7,995,000	10,245,000

For FY 12 Highways Fund Paygo funds, amounting to \$10,245,000 will provide for the following capital projects:

BRIDGES:

Perryman Access - Mitchell Lane	1,200,000
Watervale Road Bridge #63	111,055
Total Bridges Projects	<u>1,311,055</u>

OTHER:

Fleet Replacement	995,000
Guardrails	100,000
Intersection Improvements	150,000
MD 22 Corridor Study	60,000
Sidewalks and Handicapped Ramps	50,000
Total Other Projects	<u>1,355,000</u>

ROADWAYS:

Cedar Lane (MD136-Cedarday)	1,320,000
Drainage Improvements	425,000
Road Reconstruction & Rehabilitation	500,000
Schucks Road Culvert Replacement	700,000
Thomas Run Road Improvements	250,000
Tollgate Road (W. Ring Factory Rd.-Plumtree Rd.)	100,000
Wheel Road (Laurel Bush to Fairway)	150,000

Total Roadways Projects	<u>3,445,000</u>

RESURFACING:

Resurfacing Roadways	4,133,945
Total Resurfacing Projects	<u>4,133,945</u>

DEPARTMENT: PAYGO

DIVISION: WATER & SEWER FUND

Index No. 705510

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
7601 CAPITAL IMPROVEMENTS	3,975,000	1,465,000	158,400	2,270,000	1,690,823

For FY 12 Water and Sewer Fund Paygo funds, amounting to \$1,690,823 will provide for the following capital projects:

WATER PROJECTS:

Fleet Replacement	370,000
Regional Water Supply R&A	500,000
Renewal & Replacement Water Infrastructure	100,000
Tank Painting	120,823
Water Construction Unanticipated	300,000
Water Quality Improvements	300,000
Total Water Projects	<u>1,690,823</u>

DEPARTMENT: PAYGO

DIVISION: PAYGO GENERAL FUND - WATER & SEWER

Index No. 705110

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
2203 WATER & SEWER	0	0	850,000	0	0

Funding allocations for Water & Sewer Recoupment are included in the General Fund Paygo account.

No funding needed for FY 12.

DEPARTMENT: PAYGO

DIVISION: PAYGO GENERAL FUND - CLOSURE RESERVE AND RURAL LEGACY PROGRAM

Index No. 705110

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
7799 OTHER - RURAL LEGACY PROGRAM	0	0	50,000	50,000	50,000

Funding allocations for Closure Reserve and the Rural Legacy Program are included in the General Fund Paygo account.

For FY 12 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

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 12 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 will be shifted to the County in FY 12. An appropriation of \$1,600,000 has been included to cover this expense.

APPROPRIATION TO TOWNS / STATE

ALL FUND SUMMARY:

AUDITED
FY 09

AUDITED
FY 10

ORIGINAL
BUDGET
FY 11

EXECUTIVE
PROPOSED
FY 12

ENACTED
FY 12

SUMMARY BY CHARACTER:

70	MISCELLANEOUS	2,209,404	2,346,670	2,671,138	4,335,891	4,635,891
	GRAND TOTAL	2,209,404	2,346,670	2,671,138	4,335,891	4,635,891

SUMMARY BY FUND:

11	GENERAL	2,209,404	2,346,670	2,671,138	4,335,891	4,635,891
	GRAND TOTAL	2,209,404	2,346,670	2,671,138	4,335,891	4,635,891

SUMMARY BY DIVISION:

707110	Appropriation to Towns	2,209,404	2,295,402	2,631,138	2,995,891	2,995,891
708110	Appropriation to State	0	51,268	40,000	1,340,000	1,640,000
	GRAND TOTAL	2,209,404	2,346,670	2,671,138	4,335,891	4,635,891

DEPARTMENT: APPROPRIATION TO TOWNS / STATE

Index No. 707110 and 708110

	AUDITED FY 09	AUDITED FY 10	ORIGINAL BUDGET FY 11	EXECUTIVE PROPOSED FY 12	ENACTED FY 12
7101 GRANTS AND CONTRIBUTIONS Differential for Police Services based on a legislated formula using the Assessable Basis Percentage numbers for the County and the three municipalities: Aberdeen 885,260 Bel Air 967,745 Havre de Grace 1,122,198 <u>2,975,203</u>	2,188,716	2,274,714	2,610,450	2,975,203	2,975,203
7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES Payments required by the Annotated Code of Maryland, Article 25, Section 220: Aberdeen 7,142 Bel Air 8,458 Havre de Grace 5,088 <u>20,688</u>	20,688	20,688	20,688	20,688	20,688
SUB-TOTAL APPROPRIATION TO TOWNS	2,209,404	2,295,402	2,631,138	2,995,891	2,995,891
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 40,000 Funds appropriated in FY 12 for part of the cost of administering the County's State Department of Assessments and Taxation office. 1,600,000 <u>1,640,000</u>	0	51,268	40,000	1,340,000	1,640,000
SUB-TOTAL APPROPRIATION TO STATE	0	51,268	40,000	1,340,000	1,640,000
TOTAL APPROPRIATION TO TOWNS / STATE	2,209,404	2,346,670	2,671,138	4,335,891	4,635,891

HARFORD COUNTY, MARYLAND STATEMENT OF CONTINGENCY RESERVE

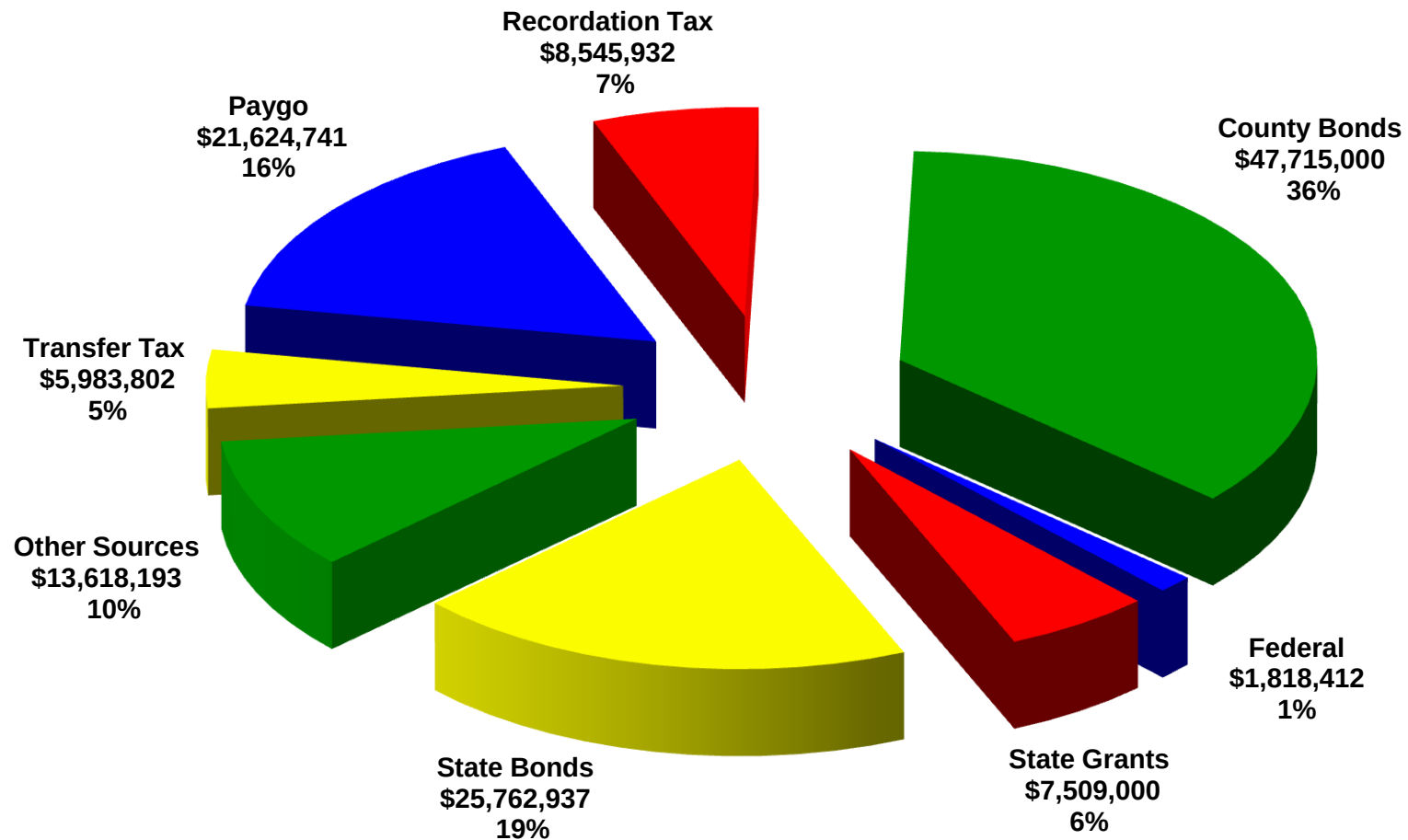
The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . . " The following contingency reserve funds which represents 0.02 percent of the General Fund and 0.41 percent of the Highways Fund, have been included in the Approved Fiscal Year 2011-2012 Operating Budget.

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

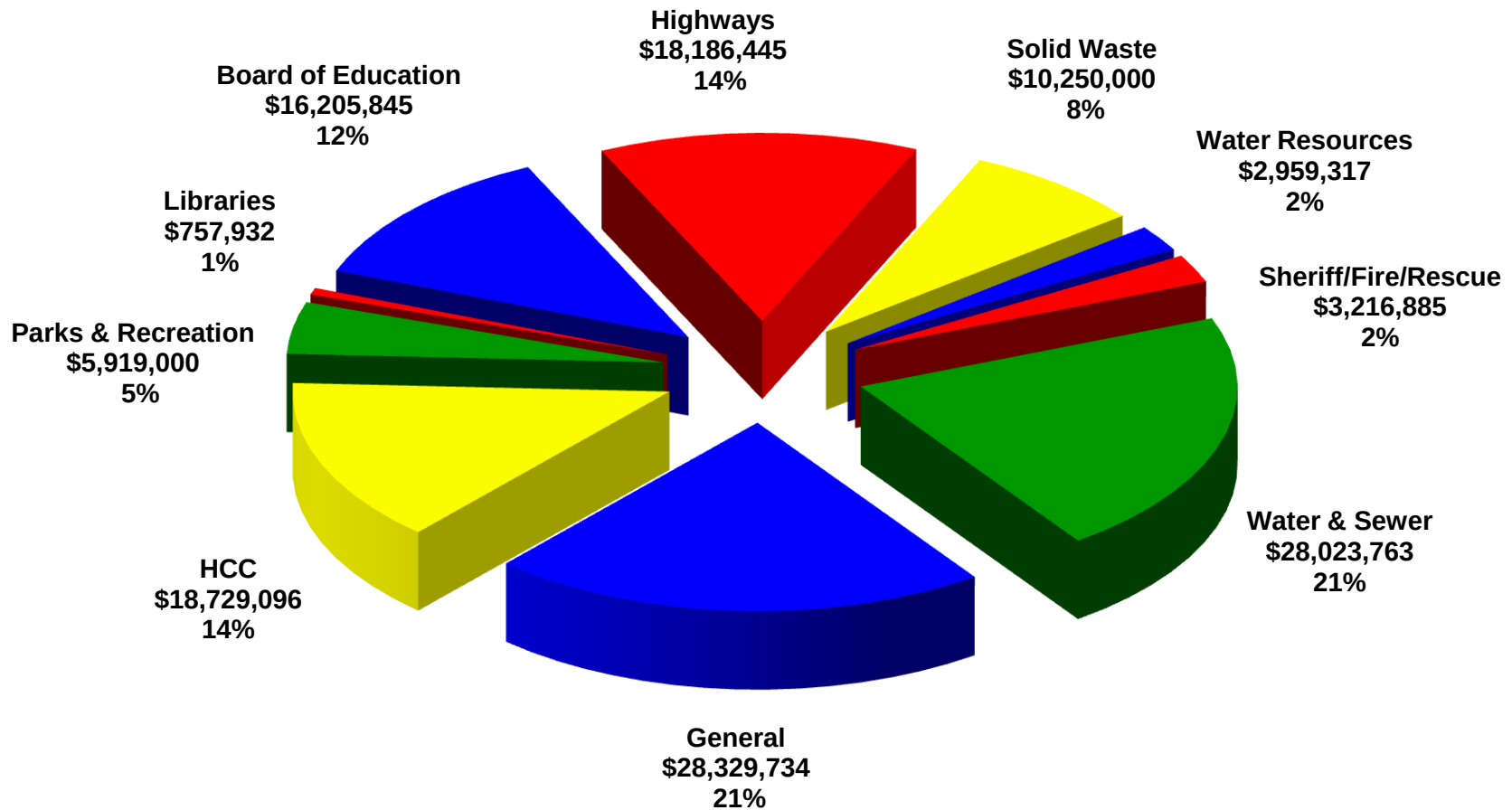
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CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

**APPROVED CAPITAL BUDGET
REVENUES
FISCAL YEAR 2011 - 2012
TOTAL BUDGET \$132,578,017**



**APPROVED CAPITAL BUDGET
APPROPRIATIONS
FISCAL YEAR 2011 - 2012
TOTAL BUDGET \$132,578,017**



FY 12 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

GENERAL FUND

GENERAL CAPITAL

Board of Education Debt Service	12,829,734	0	0	0	0	0	5,983,802	6,845,932	0	0	0	0	0
Fleet Replacement	1,300,000	1,300,000	0	0	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	8,000,000	0	0	8,000,000	0	0	0	0	0	0	0	0	0
Harford County Southern Resource Annex	5,000,000	0	0	5,000,000	0	0	0	0	0	0	0	0	0
Refresh Program	1,200,000	0	0	0	0	1,200,000	0	0	0	0	0	0	0
SUB-TOTAL GENERAL	28,329,734	1,300,000	0	13,000,000	0	1,200,000	5,983,802	6,845,932	0	0	0	0	0

WATER RESOURCES

Joppatowne Area Watershed Restoration	100,000	0	0	0	0	0	0	0	0	0	100,000	0	0
Maintenance/Repair of Dams	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Plumtree Run Watershed Restoration	175,000	0	0	0	0	75,000	0	0	0	0	100,000	0	0
Sams Branch Watershed Restoration	152,922	0	0	0	0	52,922	0	0	0	0	100,000	0	0
Stormwater Pollution Prevention	131,395	0	0	0	0	131,395	0	0	0	0	0	0	0
Sunnyview Stream Restoration	950,000	0	0	0	0	650,000	0	0	300,000	0	0	0	0
Watershed Stream Assessment Studies	125,000	0	0	0	0	125,000	0	0	0	0	0	0	0
Wheel Creek Watershed Restoration	925,000	142,818	0	0	0	257,182	0	0	450,000	0	0	0	75,000
Woodbridge Retrofit and Stream Restoration	300,000	0	0	0	0	0	0	0	300,000	0	0	0	0
SUB-TOTAL WATER RESOURCES	2,959,317	142,818	0	0	0	1,291,499	0	0	1,050,000	0	300,000	0	175,000

FY 12 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>GENERAL FUND</u>													
SHERIFF/EMERGENCY/FIRE													
SHERIFF'S OFFICE													
Computer Equipment/Networks	362,500	0	0	0	0	362,500	0	0	0	0	0	0	0
Radio System for Detention Center	219,623	0	0	0	0	219,623	0	0	0	0	0	0	0
EMERGENCY OPERATIONS													
Narrowbanding Public Safety Channels	1,266,350	0	0	0	0	1,266,350	0	0	0	0	0	0	0
911 State Fee Fund	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0
700 MHz Wireless Radio System Equipment	518,412	400,000	0	0	0	0	0	0	0	0	118,412	0	0
VOLUNTEER FIRE COMPANIES													
Norrisville Station	750,000	750,000	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL SHERIFF/EMERGENCY/FIRE	3,216,885	1,150,000	0	0	0	1,848,473	0	0	100,000	0	118,412	0	0

FY 12 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

GENERAL FUND

HARFORD COMMUNITY COLLEGE

Black Box Theater	250,000	0	0	0	0	0	0	0	0	0	0	0	250,000
Building and Grounds	175,000	0	0	0	0	0	0	0	0	0	0	0	175,000
Computer Equipment/Technology	110,000	0	0	0	0	0	0	0	0	0	0	0	110,000
New Allied Health and Nursing Building	1,090,492	0	0	485,000	0	0	0	0	605,492	0	0	0	0
Roof Replacements	742,594	0	0	0	0	0	0	0	0	0	0	0	742,594
Site and Parking Lot Improvements	474,610	0	0	0	0	0	0	0	0	0	0	0	474,610
Susquehanna Center Addition/Renovations	15,767,800	0	0	5,900,000	0	0	0	0	8,951,600	0	0	0	916,200
WHFC Radio HD and Power Enhancement	118,600	0	0	0	0	0	0	0	0	0	0	0	118,600

SUB-TOTAL HCC	18,729,096	0	0	6,385,000	0	0	0	0	9,557,092	0	0	0	2,787,004

LIBRARIES

Aberdeen Branch Feasibility & Expansion Study	56,000	56,000	0	0	0	0	0	0	0	0	0	0	0
Darlington Branch Feasibility Study	56,000	56,000	0	0	0	0	0	0	0	0	0	0	0
Facility Maintenance and Repairs	1,832	0	0	0	0	1,832	0	0	0	0	0	0	0
Havre de Grace Expansion	535,000	0	0	535,000	0	0	0	0	0	0	0	0	0
Technology	109,100	109,100	0	0	0	0	0	0	0	0	0	0	0

SUB-TOTAL LIBRARIES	757,932	221,100	0	535,000	0	1,832	0	0	0	0	0	0	0

FY 12 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>GENERAL FUND</u>													
<u>BOARD OF EDUCATION</u>													
ADA Improvements	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Athletic Field Repair	70,000	0	0	0	0	0	0	0	0	0	0	0	70,000
Backflow Prevention	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Band Uniform Refresh Program	60,000	0	0	0	0	0	0	0	0	0	0	0	60,000
Bel Air Elementary School Site Improvements	(606,370)	0	0	0	0	0	0	0	0	0	0	0	(606,370)
Bel Air High School Replacement	0	0	0	0	0	0	0	0	426,520	0	0	0	(426,520)
Bleacher Replacement	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Building Envelope Improvements	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
Campus Hills Elementary School	(1,500,000)	0	(1,500,000)	0	0	0	0	0	0	0	0	0	0
Career & Tech Education Equipment Refresh	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Deerfield Elementary School Replacement	(6,900,000)	0	(5,795,000)	0	0	0	(1,105,000)	0	1,897,325	0	0	0	(1,897,325)
Edgewood High School Replacement	(6,900,000)	0	(6,900,000)	0	0	0	0	0	13,321,000	0	0	0	(13,321,000)
Energy Conservation Measures	250,000	0	0	0	0	0	0	0	0	0	0	0	250,000
Environmental Compliance	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Equipment and Furniture Replacement	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Fire Alarm and ER Communications	75,000	0	0	0	0	0	0	0	0	0	0	0	75,000
Floor Covering Replacement	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Forest Hill Annex Electrical Upgrades	400,000	0	0	0	0	0	400,000	0	0	0	0	0	0
Harford Technical High School Field Improvements	(100,000)	0	0	0	0	0	(100,000)	0	0	0	0	0	0
Havre de Grace High School Feasibility Study	250,000	0	0	0	0	0	0	0	0	0	0	0	250,000
Havre de Grace High School Field Facilities	1,000,000	0	0	0	0	0	0	0	0	0	0	0	1,000,000
Jarrettsville Elementary School HVAC	3,700,000	0	2,941,500	0	0	0	0	0	0	0	0	0	758,500
Joppatowne Elementary Modernization	(770,000)	0	(770,000)	0	0	0	0	0	0	0	0	0	0
Locker Replacement	120,000	0	0	0	0	0	0	0	0	0	0	0	120,000
Major HVAC Repairs	5,914,979	0	2,883,911	0	0	0	100,000	0	0	0	0	0	2,931,068
Music Equipment Refresh	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
Music Technology Labs	130,000	0	0	0	0	0	0	0	0	0	0	0	130,000
Outdoor Track Reconditioning	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000

FY 12 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

GENERAL FUNDBOARD OF EDUCATION

Paving - Overlay and Maintenance	806,370	0	0	0	0	0	0	0	0	0	0	0	806,370
Playground Equipment	350,000	0	0	0	0	0	0	0	0	0	0	0	350,000
Red Pump Road Elementary School	(1,000,000)	0	(1,000,000)	0	0	0	0	0	0	0	0	0	0
Relocatable Classrooms	300,000	0	0	0	0	0	0	0	0	0	0	0	300,000
Replacement Buses	714,000	0	0	0	0	0	0	0	0	0	0	0	714,000
Replacement Vehicles	945,000	0	0	0	0	0	0	0	0	0	0	0	945,000
Roof Replacement	950,000	0	0	0	0	0	0	0	561,000	0	0	0	389,000
Roof Replacement - Ring Factory Elementary	(261,654)	0	(85,411)	0	0	0	0	0	0	0	0	0	(176,243)
Roofing Replacement 07	330,000	0	0	0	0	0	330,000	0	0	0	0	0	0
Security Cameras	235,000	0	0	0	0	0	0	0	0	0	0	0	235,000
Southampton Middle School HVAC	(125,000)	0	0	0	0	0	0	0	0	0	0	0	(125,000)
Special Education Facilities Improvements	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Stormwater Mgmt., Erosion, Sediment Control	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
Swimming Pool Renovations	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Technology Education Lab Refresh	250,000	0	0	0	0	0	0	0	0	0	0	0	250,000
Technology Infrastructure	5,268,520	0	0	0	0	0	0	0	0	0	0	0	5,268,520
Textbooks/Supplemental Materials Refresh	300,000	0	0	0	0	0	0	0	0	0	0	0	300,000
William Paca Elementary School Bldg A/C	5,800,000	0	5,425,000	0	0	0	375,000	0	0	0	0	0	0
Youth's Benefit ES Primary Bldg A/C	4,800,000	0	4,800,000	0	0	0	0	0	0	0	0	0	0

SUB-TOTAL BOARD OF EDUCATION	16,205,845	0	0	0	0	0	0	0	16,205,845	0	0	0	0

SUB-TOTAL GENERAL FUND CAPITAL	70,198,809	2,813,918	0	19,920,000	0	4,341,804	5,983,802	6,845,932	26,912,937	0	418,412	0	2,962,004

FY 12 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

SOLID WASTE SERVICES

SOLID WASTE SERVICES

Former Spencers Landfill Closure (North Side)	400,000	0	0	0	0	400,000	0	0	0	0	0	0	0
HWDC Landfill Capping	6,650,000	6,650,000	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Transfer Station	3,200,000	0	0	3,200,000	0	0	0	0	0	0	0	0	0
SUB-TOTAL SOLID WASTE CAPITAL	10,250,000	6,650,000	0	3,200,000	0	400,000	0	0	0	0	0	0	0
TOTAL ALL GENERAL FUND CAPITAL	80,448,809	9,463,918	0	23,120,000	0	4,741,804	5,983,802	6,845,932	26,912,937	0	418,412	0	2,962,004

FY 12 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>PARKS & RECREATION FUND</u>													
PARKS & RECREATION													
Athletic Field Improvements	1,400,000	0	0	1,250,000	0	150,000	0	0	0	0	0	0	0
Backstop Renovations	50,000	0	0	0	0	0	0	30,000	0	0	0	0	20,000
Belcamp Park Improvements	50,000	0	0	0	0	0	0	50,000	0	0	0	0	0
Broad Creek Boat Launch Ramp	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0
Darlington Park Development	850,000	0	0	0	0	0	0	850,000	0	0	0	0	0
Emily Bayliss Graham Park	200,000	0	0	0	0	50,000	0	0	0	0	0	0	150,000
Emmorton Rec & Tennis Center Improvements	60,000	0	0	0	0	0	0	0	0	0	0	30,000	30,000
Equestrian Center Improvements	150,000	0	0	0	0	150,000	0	0	0	0	0	0	0
Facility Renovations	75,000	0	0	0	0	0	0	75,000	0	0	0	0	0
Gunpowder River Dredging	250,000	0	0	0	0	0	0	0	250,000	0	0	0	0
Heavenly Waters Park	300,000	0	0	0	0	0	0	0	300,000	0	0	0	0
Jarrettsville Complex Restrooms	50,000	0	0	0	0	0	0	50,000	0	0	0	0	0
Natural Turf Improvements	150,000	0	0	0	0	0	0	100,000	0	0	0	0	50,000
Oakington Farm	1,150,000	150,000	0	0	0	0	0	0	0	0	0	0	1,000,000
Park Improvements	50,000	0	0	0	0	0	0	50,000	0	0	0	0	0
Park Land Acquisition	375,000	0	0	0	0	225,000	0	150,000	0	0	0	0	0
Parking Lot Paving	39,000	0	0	0	0	0	0	39,000	0	0	0	0	0
Playground Equipment	280,000	0	0	0	0	0	0	91,000	0	59,000	0	100,000	30,000
Rockfield Park Improvements	100,000	0	0	0	0	0	0	50,000	0	0	0	0	50,000
Tennis/Multipurpose Courts	90,000	0	0	0	0	0	0	90,000	0	0	0	0	0
Trails and Linear Parks	150,000	75,000	0	0	0	0	0	75,000	0	0	0	0	0
TOTAL PARKS & RECREATION CAPITAL	5,919,000	225,000	0	1,250,000	0	575,000	0	1,700,000	650,000	59,000	0	130,000	1,330,000

FY 12 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

HIGHWAYS FUND

HIGHWAYS

BRIDGES

Bridge Inspection Program	50,000	0	0	0	0	50,000	0	0	0	0	0	0	0
Carrs Mill Road Bridge #216	50,000	0	0	0	0	10,000	0	0	0	0	40,000	0	0
Harford Creamery Road Bridge #104	300,000	0	0	0	0	0	0	0	0	0	300,000	0	0
Hess Road Bridge #82	300,000	0	0	0	0	30,000	0	0	0	0	240,000	0	30,000
Jehrico Road Bridge #3	150,000	0	0	0	0	150,000	0	0	0	0	0	0	0
North Avenue/Henderson Road Bridge #215	42,500	0	0	0	0	0	0	0	0	0	0	42,500	0
Perryman Access - Mitchell Lane	1,200,000	1,200,000	0	0	0	0	0	0	0	0	0	0	0
Prospect Road Bridge #217	175,000	0	0	0	0	35,000	0	0	0	0	140,000	0	0
Robinson Mill Road Bridge #154	30,000	0	0	0	0	30,000	0	0	0	0	0	0	0
Ruffs Mill Road Bridge #190	90,000	0	0	0	0	90,000	0	0	0	0	0	0	0
St. Clair Bridge Road Bridge #99	300,000	0	0	0	0	0	0	0	0	0	300,000	0	0
Watervale Road Bridge #63	300,000	111,055	0	0	0	48,945	0	0	0	0	140,000	0	0

SUB-TOTAL BRIDGES	2,987,500	1,311,055	0	0	0	443,945	0	0	0	0	1,160,000	42,500	30,000

ROADWAYS

Cedar Lane (MD 136 - Cedarday)	1,320,000	1,320,000	0	0	0	0	0	0	0	0	0	0	0
Drainage Improvements	425,000	425,000	0	0	0	0	0	0	0	0	0	0	0
MacPhail Road/Tollgate Road Roundabout	200,000	0	0	0	0	0	0	0	0	0	0	200,000	0
Moores Mill Road	4,300,000	0	0	4,300,000	0	0	0	0	0	0	0	0	0
Road Reconstruction and Rehabilitation	500,000	500,000	0	0	0	0	0	0	0	0	0	0	0
Schucks Road Culvert Replacement	700,000	700,000	0	0	0	0	0	0	0	0	0	0	0
Thomas Run Road Improvements	500,000	250,000	0	0	0	0	0	0	0	0	0	0	250,000
Tollgate Road (W. Ring Factory Rd.-Plumtree Rd.)	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Wheel Road (Laurel Bush to Fairway)	150,000	150,000	0	0	0	0	0	0	0	0	0	0	0

SUB-TOTAL ROADWAYS	8,195,000	3,445,000	0	4,300,000	0	0	0	0	0	0	0	200,000	250,000

FY 12 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>HIGHWAYS FUND</u>													
HIGHWAYS													
RESURFACING													
Resurfacing Roadways	4,983,945	4,133,945	0	0	0	650,000	0	0	0	0	0	200,000	0
SUB-TOTAL RESURFACING	4,983,945	4,133,945	0	0		650,000	0	0	0	0	0	200,000	0
OTHER													
Fleet Replacement	995,000	995,000	0	0	0	0	0	0	0	0	0	0	0
Guardrails	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Intersection Improvements	400,000	150,000	0	0	0	0	0	0	0	0	0	250,000	0
MD 22 Corridor Study	300,000	60,000	0	0	0	0	0	0	0	0	240,000	0	0
New Roads and Storm Drains	175,000	0	0	0	0	0	0	0	0	0	0	175,000	0
Sidewalks and Handicapped Ramps	50,000	50,000	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL OTHER	2,020,000	1,355,000	0	0	0	0	0	0	0	0	240,000	425,000	0
TOTAL HIGHWAYS FUND CAPITAL	18,186,445	10,245,000	0	4,300,000	0	1,093,945	0	0	0	0	1,400,000	867,500	280,000

FY 12 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>WATER & SEWER FUND</u>													
WATER PROJECTS													
700 MHz Wireless Radio system Equipment	103,000	0	0	0	0	103,000	0	0	0	0	0	0	0
Abingdon Maintenance Storage Protection	200,000	0	0	0	0	200,000	0	0	0	0	0	0	0
Abingdon WTP Expansion	2,000,000	0	0	2,000,000									
City of Baltimore - Deer Creek PS & Valve Improv.	3,700,000	0	0	3,700,000	0	0	0	0	0	0	0	0	0
City of Baltimore Raw Water Supply	3,300,000	0	0	3,300,000	0	0	0	0	0	0	0	0	0
Fleet Replacement	370,000	370,000	0	0	0	0	0	0	0	0	0	0	0
Regional Water Supply R&A	500,000	500,000	0	0	0	0	0	0	0	0	0	0	0
Renewal & Replacement Water Infrastructure	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Tank Painting	300,000	120,823	0	0	0	179,177	0	0	0	0	0	0	0
Water Construction Unanticipated	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
Water Quality Improvements	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL WATER PROJECTS	11,173,000	1,690,823	0	9,000,000	0	482,177	0	0	0	0	0	0	0
SEWER PROJECTS													
Bynum Run Parallel 6&7	620,000	0	0	620,000	0	0	0	0	0	0	0	0	0
ENR Refinement at Sod Run	14,250,000	0	0	8,600,000	0	0	0	0	5,650,000	0	0	0	0
Harford Estates Pump Station Abandonment	130,000	0	0	130,000	0	0	0	0	0	0	0	0	0
Renewal & Replacement Sewer Infrastructure	200,000	0	0	0	0	200,000	0	0	0	0	0	0	0
Sod Run Facility Improvements	900,000	0	0	0	0	900,000	0	0	0	0	0	0	0
Sod Run WWTP - Sludge Pad Cover	750,763	0	0	695,000	0	55,763	0	0	0	0	0	0	0
SUB-TOTAL SEWER PROJECTS	16,850,763	0	0	10,045,000	0	1,155,763	0	0	5,650,000	0	0	0	0
TOTAL WATER & SEWER FUND CAPITAL	28,023,763	1,690,823	0	19,045,000	0	1,637,940	0	0	5,650,000	0	0	0	0
	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
TOTAL APPROVED CAPITAL BUDGET	132,578,017	21,624,741	0	47,715,000	0	8,048,689	5,983,802	8,545,932	33,212,937	59,000	1,818,412	997,500	4,572,004

FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

Harford County's Capital Budget policies and funding structure can be found in the County Budget Policies/Process section of this document. What follows is a brief summary of the FY 12 Capital Budget and Capital Improvement Program.

WHY CAPITAL PROGRAMMING?

Harford County Government officials, after gathering input from all departments and agencies, identify needed long-range public facilities and improvements and formulate a capital program, consisting of a one year Capital Budget and a six year Capital Improvement Program.

CAPITAL PROGRAM OBJECTIVES

- o To provide the infrastructure necessary to support the County's public services.
- o To support the development objectives included in approved County plans, especially the Land Use Master Plan.
- o To enhance financial planning by comparing needs with resources, estimating possible future bond issues, plus debt service and other current revenue needs, thus identifying operating budget and tax rate implications.
- o To establish priorities among projects so that available effort and limited resources are used to the best advantage, emphasizing functionality over aesthetics, standardization of materials and infrastructure, and employing best practices to achieve efficiency and economy.
- o To plan public facility construction to coordinate timing and functional relationships.
- o To identify as accurately as possible the impacts of Capital projects on future operating budgets, energy use and costs, and demands on land use.
- o To provide a central source of information on all planned public construction for residents, agencies and other interest groups.

FACTORS FOR INCLUSION IN THE CAPITAL PROGRAM

A common characteristic of all projects eligible for inclusion in the Capital Program is that each adds to, supports or improves the physical infrastructure, capital assets, or productive capacity of County services.

Capital projects also have one or more of the following characteristics:

- o Expenditures that will take place over two or more years, requiring continuing appropriations.

FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

- o Funding with the use of debt, because of significant costs that should be shared by future as well as current users or beneficiaries of the project.
- o Systematic acquisition over an extended time period, to complete implementation of a major functional or operating system.
- o Scheduled replacement or renovation of specific elements of many facilities, e.g. energy conservation improvements or roof replacements.

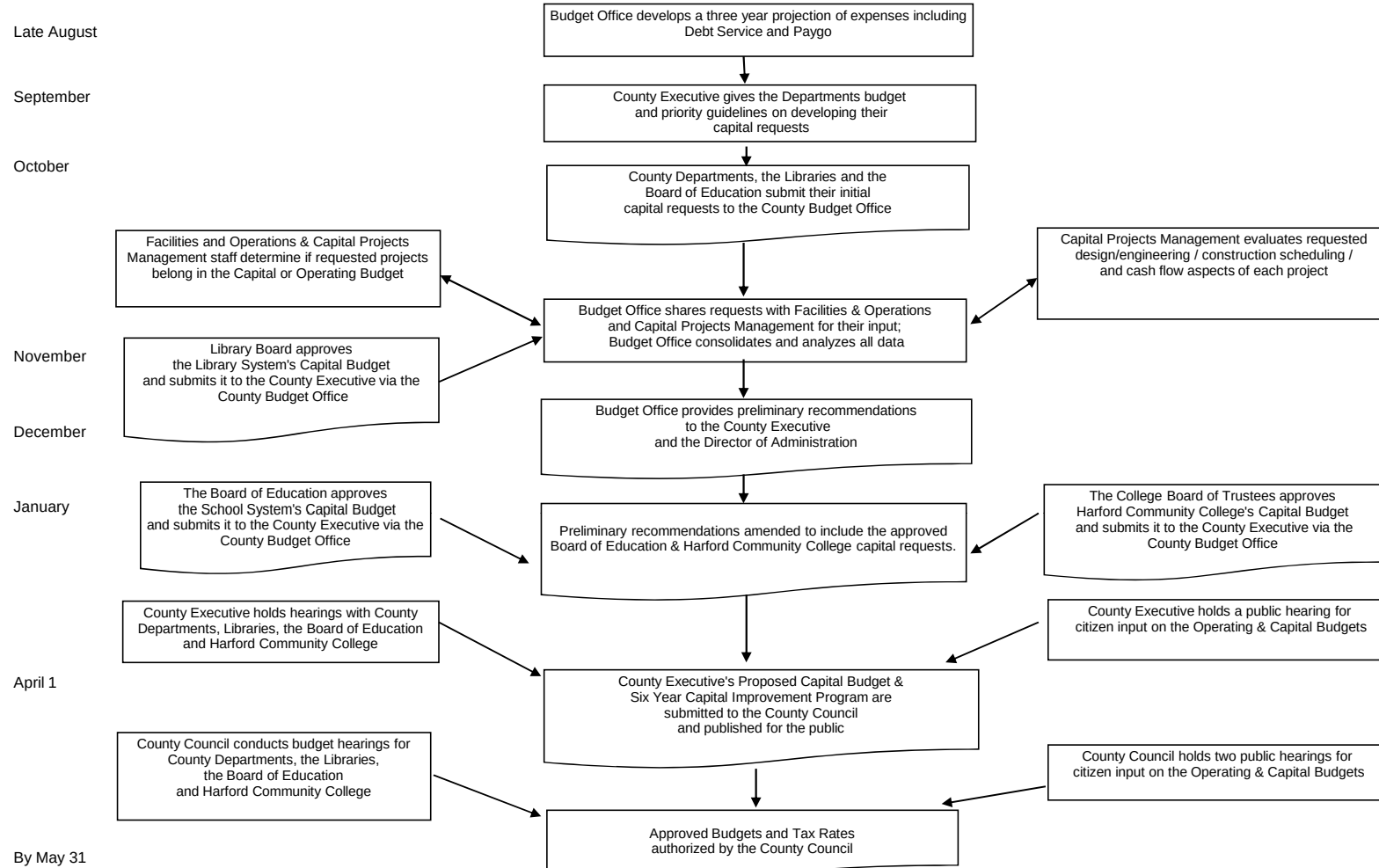
CAPITAL PROGRAM PROJECT PROFILE

In order to be included in the Capital Budget or Capital Improvement Program, a project must fit one or more of the following profiles:

- o Construction of public buildings and facilities in government ownership including schools, offices, service centers, stations, warehouses, shops, parking lots and garages, with the initial complement of furnishings and equipment necessary to make them operational.
- o Renovation or reconstruction projects for the purpose of expanding the capacity or extending the useful life of public buildings, facilities or infrastructures.
- o Roads or other transportation systems that provide the means for movement of people, goods, and services throughout the County.
- o Acquisition of property (either land or improvement) or easements for building sites, rights-of-way, purposes of conservation or preservation, and other public improvements such as parks and recreation areas.
- o Site improvements that may include drainage, water supply, sewerage or other utilities as well as access and grading for specified public use.
- o Major capital equipment and equipment systems as well as acquisition of major automated systems involving hardware, software, and training.
- o Other capital assets which have a long-term operational or economic value.
- o Planning and feasibility studies to consider the acquisition, construction, or improvement of permanent assets or physical infrastructure as noted above.

FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

HARFORD COUNTY'S CAPITAL BUDGET PROCESS



FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

FISCAL YEAR 2012 CAPITAL BUDGET HIGHLIGHTS

The FY 2012 Approved Capital Budget consists of 149 projects at a total cost of \$132,578,017. It is supported by several revenue sources. General Obligation Bonds and Paygo funding comprise a portion of the revenue sources with bonds supporting \$47.7 million or 36% of total and Paygo funding supporting \$21.6 million or 16% of total. State Aid provides \$33.2 million or 25% of the Capital Budget. The remaining 23% or \$30 million is comprised of recordation and transfer taxes, federal aid, lease purchase and miscellaneous revenues. Most projects take several years to complete, therefore the Capital Budget usually supports a particular phase of a project, such as land acquisition, design or construction. Since it may take several years to complete a project, many are incorporated in the County's six-year Capital Improvement Program.

General Capital Projects

A project to use advanced telecommunications infrastructure to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County	8,000,000
A computer refresh program for County government departments/agencies	1,200,000
A project to allow for the collection of Recordation Tax in the Capital Projects fund in accordance with State law. Recordation taxes may be used for the payment of Debt Service or pay-as-you-go funding for education projects. This project will provide a more informative means for audit presentation.	12,829,734
A project to begin construction of phase II of the Harford County Southern Resource Annex	5,000,000
Replacement/addition of fleet within the General Fund	1,300,000

Solid Waste Services Projects

Closure of the Former Spencers Landfill	400,000
Land acquisition and engineering funds for a new Solid Waste Transfer Station	3,200,000
Post Closure funding for the capping of the Harford Waste Disposal Center Landfill	6,650,000

FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

Water Resources Projects

Nine projects provide funds to restore and improve watersheds to reduce pollutants and improve water quality; provide for stormwater enhancement, maintenance and repair of dams, and stream restoration at various locations.	2,959,317

Sheriff / Emergency / Fire Projects

Two projects for the Sheriff's Office provide funds for Computer Equipment/Networks upgrades as well as a Radio System for the Detention Center.	582,123

Three projects for the Emergency Operations Center provide funds to meet mandatory Federal requirements for Narrowbanding, continued modification of the Fixed End Network, and appropriation authority to accept State funds for 911 calls.	1,884,762

One project for the Volunteer Fire Companies provides funds for the renovation of the Norrisville Fire Station	750,000

Parks and Recreation Projects

Funding for major improvements to athletic fields at various locations throughout the County by installation of artificial turf	1,400,000

A project for the development of facilities at Darlington Park	850,000

Funding for the acquisition of land to be used for active and/or passive park sites	375,000

Funding for the repairs and renovations of facilities at the Equestrian Center	150,000

Creation of a therapeutic riding center in partnership with a nonprofit organization at Oakington Farm	1,150,000

Harford Community College

Renovations and an addition to the Susquehanna Center	15,767,800

A new Allied Health and Nursing Building to provide adequate classroom and laboratory space for current and future expansion of the existing credit and noncredit Nursing and Allied Health Programs	1,090,492

FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

Libraries

Expansion of the Havre de Grace branch	535,000
Technology upgrades for public as well as staff computers	109,100

Board of Education Projects

Projects under the Board of Education include funding for routine repairs/renovations such as athletic field repair, bleacher and locker replacement, energy conservation, environmental compliance, HVAC repairs, roof replacement, etc. There are two projects to replace vehicles and buses; as well as two projects to support technology education and infrastructure. While there are not any projects funded for FY 11 to replace any County schools, there are two projects to install air conditioning at two different elementary schools; and funding for a feasibility study to replace the Havre de Grace High School.	16,205,845

Highways Projects

Bridges

Twelve bridge projects, which include repair, replacement, rehabilitation, and structural evaluation.	2,987,500

Roadways

Nine projects provide for improvements to various roads and intersections	8,195,000

Resurfacing

Resurfacing of various roadways	4,983,945

Other

Six projects including funding for guardrails, intersection improvements, new roads and storm drains, sidewalks and handicapped ramps, and replacement of fleet.	2,020,000

FISCAL YEAR 2012 APPROVED CAPITAL BUDGET HIGHLIGHTS

Water Projects

A central office building at the Abingdon Water Treatment Plant	2,000,000
Improvement to the Deer Creek raw water pumping station and valve replacement in agreement with the County and City of Baltimore	3,700,000
An increase in allocation for raw water purchased from the City of Baltimore for the Abingdon Water Treatment Plant	3,300,000

Sewer Projects

Funding for Enhanced Nutrient Removal (ENR) at Sod Run in accordance with the Chesapeake Bay initiative and Harford County's National Pollutant Discharge Elimination System (NPDES)	14,250,000
Design and construction of improvements to various tanks, vaults, buildings, etc. at the Sod Run Facility	900,000

HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCES
CAPITAL FUND

	<u>GENERAL</u>	<u>HIGHWAYS</u>	<u>PARKS & REC.</u>	<u>TOTAL</u>
TOTAL FUND BALANCE AT JUNE 30, 2010	<u>88,688,096</u>	<u>16,157,039</u>	<u>7,840,141</u>	<u>112,685,276</u>
Less: Reservation of Fund Balance				
Dedicated Revenues	433,286	0	849,988	1,283,274
Encumbrances	22,809,207	5,387,195	3,528,750	31,725,152
Less: Unreserved Fund Balance				
Dedicated for Future Use	<u>65,445,603</u>	<u>10,769,844</u>	<u>3,461,403</u>	<u>79,676,850</u>
	<u>88,688,096</u>	<u>16,157,039</u>	<u>7,840,141</u>	<u>112,685,276</u>
Fund Balance Available for Appropriation at June 30, 2010				
Undesignated Fund Balance	0	0	0	0
 Estimated Revenues - Open Project	788,457,927	62,365,513	85,221,128	936,044,568
Estimated Expenditures - Open Project	<u>(787,815,975)</u>	<u>(62,274,161)</u>	<u>(84,898,673)</u>	<u>(934,988,809)</u>
Fund Balance Available for Appropriation at June 30, 2011				
Undesignated Fund Balance	<u>641,952</u>	<u>91,352</u>	<u>322,455</u>	<u>1,055,759</u>
 Fund Balance Available for Appropriation at June 30, 2011				
Undesignated Fund Balance	641,952	91,352	322,455	1,055,759
Estimated Revenues Fiscal Year 2012				
Paygo	9,463,918	10,245,000	225,000	19,933,918
Recordation Tax	6,845,932	0	1,700,000	8,545,932
Transfer Tax	5,983,802	0	0	5,983,802
Reappropriated from Prior Projects	4,741,804	1,093,945	575,000	6,410,749
Future Bonds	23,120,000	4,300,000	1,250,000	28,670,000
Federal Grant	418,412	1,400,000	0	1,818,412
State Bonds	25,762,937	0	0	25,762,937
State Grants	1,150,000	0	709,000	1,859,000
Developer Contribution	0	867,500	130,000	997,500
Other	2,962,004	280,000	1,330,000	4,572,004
Total Estimated Revenues Fiscal Year 2012	<u>80,448,809</u>	<u>18,186,445</u>	<u>5,919,000</u>	<u>104,554,254</u>
Approved Expenditures Fiscal Year 2012	<u>(80,448,809)</u>	<u>(18,186,445)</u>	<u>(5,919,000)</u>	<u>(104,554,254)</u>
Fund Balance Available for Appropriation at June 30, 2012				
Undesignated Fund Balance	<u>641,952</u>	<u>91,352</u>	<u>322,455</u>	<u>1,055,759</u>

HARFORD COUNTY, MARYLAND STATEMENT OF ESTIMATED UNRESTRICTED NET ASSETS WATER & SEWER CAPITAL FUND

	<u>WATER & SEWER</u>
Unrestricted Net Assets June 30, 2010	
Estimated Revenues - Open Projects	223,004,749
Estimated Expenditures - Open Projects	<u>(223,004,749)</u>
Estimated Unrestricted Net Assets June 30, 2011	<u><u>0</u></u>
 Estimated Revenues Fiscal Year 2012	
Paygo	1,690,823
Future Bonds	19,045,000
Reappropriated	1,637,940
State Grants	<u>5,650,000</u>
Total Estimated Revenues Fiscal Year 2012	28,023,763
Approved Expenditures Fiscal Year 2012	(28,023,763)
Estimated Unrestricted Net Assets June 30, 2012	<u><u>0</u></u>

DEDICATED RECORDATION TAX
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE
FISCAL YEAR 2012

	BOARD OF EDUCATION	PARKS & RECREATION	WATER & SEWER DEBT SERVICE
UNDESIGNATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2010	11,838,932	849,988	0
Plus Fiscal Year 2011 Estimated Recordation Tax Revenues	6,733,119	1,683,224	1,683,224
Less Fiscal Year 2011 Estimated Expenditures	<u>(17,291,000)</u>	<u>(1,916,871)</u>	<u>(1,683,224)</u>
 ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	 1,281,051	 616,341	 0
Plus Fiscal Year 2012 Estimated Revenues:			
2012 Recordation Tax receipts	6,800,000	1,700,000	1,700,000
Less Fiscal Year 2012 Estimated Expenditures	<u>(6,845,932)</u>	<u>(2,275,000)</u>	<u>(1,700,000)</u>
 ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012	 <u><u>1,235,119</u></u>	 <u><u>41,341</u></u>	 <u><u>0</u></u>

DEDICATED TRANSFER TAX STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE FISCAL YEAR 2012

	AGRICULTURAL PRESERVATION	BOARD OF EDUCATION
TOTAL FUND BALANCE AT JUNE 30, 2010	45,506,675	11,838,933
Less: Unreserved Fund Balance Designated for Other Purposes	<u>(42,038,898)</u>	<u>0</u>
UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2010	3,467,777	11,838,933
Plus Fiscal Year 2011 Estimated Revenues:		
Transfer Tax		
2011 Transfer Tax receipts	5,837,420	5,837,420
Other Revenues	200,000	0
Less Fiscal Year 2011 Estimated Expenditures	<u>(4,844,403)</u>	<u>(17,291,000)</u>
UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011	4,660,794	385,353
Plus Fiscal Year 2012 Estimated Revenues:		
Transfer Tax		
2012 Transfer Tax receipts	5,600,000	5,600,000
Other Revenue	1,805,000	0
Less Fiscal Year 2012 Estimated Expenditures	<u>(8,778,221)</u>	<u>(5,983,802)</u>
ESTIMATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012	<u><u>3,287,573</u></u>	<u><u>1,551</u></u>

DEDICATED IMPACT FEE STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE FISCAL YEAR 2012

**BOARD OF
EDUCATION**

**UNDESIGNATED IMPACT FEE FUND BALANCE AVAILABLE FOR
APPROPRIATION AT JUNE 30, 2010**

5,846,670

Plus Fiscal Year 2011 Estimated Impact Fee Revenues

2,639,247

Less Fiscal Year 2011 Estimated Expenditures

(4,265,570)

**ESTIMATE IMPACT FEE FUND BALANCE AVAILABLE FOR
APPROPRIATION AT JUNE 30, 2011**

4,220,347

Plus Fiscal Year 2012 Estimated Revenues:

Fiscal Year 2012 Impact Fee Revenues

3,500,000

Less Fiscal Year 2012 Estimated Expenditures

(6,814,484)

**ESTIMATED IMPACT FEE FUND BALANCE AVAILABLE FOR
APPROPRIATION AT JUNE 30, 2012**

905,863

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET				
PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	OPERATING BUDGET IMPACT
<u>GENERAL COUNTY:</u>				
Harford County Southern Resource Annex	32,874,200	5,000,000	Funding provides for the planning, design, and construction of several government type structures in the Edgewood community. FY 12 funding provides for the start of Phase II which will include a building to house functions of the Health Department, and additional uses such as the Housing Agency and the Community Action/Agency Food Pantry.	There will be a reduction of rental costs in three different buildings due to the construction of this Resource Annex. Associated operating costs will be incurred for the maintenance and daily operations of this Annex.
<u>SOLID WASTE</u>				
Former Spencers Landfill Closure (North Side)	6,550,000	400,000	Funding provides for the design and construction of the landfill cap and site restoration. This project is necessary to comply with the requirements and schedule mandated by the Maryland Department of the Environment (MDE).	The Operating budget will increase by \$50,000-\$100,000 for landscape maintenance and environmental monitoring.
<u>SHERIFF/EMERGENCY FIRE</u>				
<u>EMERGENCY</u> 911 State Fee Fund	900,000	100,000	This project merely provides appropriation authority to accept State funds derived from a twenty-five cent charge on all 911 emergency calls. The County qualifies for reimbursement on certain equipment and furnishings.	This project has the potential for the County to be reimbursed up to \$100,000 each year for the purchase of certain items which qualify for State funding, subsequently freeing up County operating dollars.
700 MHz Wireless Radio System Equipment	15,095,412	518,412	This project provides funding for engineering services and equipment at a pilot site to test the integration of 700 MHz frequencies with existing 800 MHz system.	The impact to the operating budget will be for associated costs in the operation of the test, as well as the additional radio channels required to handle the increased call volume.
<u>PARKS AND RECREATION</u>				
Darlington Park Development	1,475,000	850,000	This project will provide for the design and construction of two soccer/lacrosse fields on an 11 acre site to serve the needs of the Darlington Recreation Council.	After construction in FY 12, there will be additional costs of the mowing, fertilizing, and aerating. These costs are anticipated to be \$8,219 per year.

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>GENERAL:</u>									
HMAN	8,000,000	8,000,000	To provide funds to use advanced telecommunications to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County.	8,000,000					
Harford County Southern Resource Annex	32,874,200	5,000,000	To provide funding for the second phase of a governmental structure in the Edgewood community. Phase II will include a building to house functions of the Health Department, Housing Agency, and Community Action Agency/Food Pantry.	5,000,000	10,000,000	7,000,000			
Humane Society	3,925,000	0	To provide pre-development funds for a new Humane Society complex. These costs will include engineering and architectural services that will bring the project to a "shovel ready" level for FY 12.		3,600,000				
<u>SOLID WASTE:</u>									
Solid Waste Transfer Station	6,600,000	3,200,000	This project provides for the site selection, land acquisition, planning, permitting, engineering, and construction of a solid waste and recyclable materials processing facility and transfer station.	3,200,000		3,000,000			
Future Yard Trim Site	3,300,000	0	This project provides for the location, design, and construction of a new facility to collect and process yard trim material not permitted to be landfilled.			1,000,000		2,000,000	
HWDC Expansion	27,889,340	0	This project provides funding for land acquisition, additional buffer area, and future landfill expansion of the Harford Waste Disposal Center.		5,000,000				
New Solid Waste Facilities Development	4,500,000	0	This project provides for the development of a Master Plan for all solid waste disposal facilities and acquisition of additional properties to accommodate customer traffic.		2,000,000	2,000,000			
Recycling Facility	4,500,000	0	This project provides funding to construct an enclosed recyclables transfer station to improve customer service and operational flexibility.		1,500,000	3,000,000			

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>SHERIFF/EMERGENCY FIRE</u>									
<u>EMERGENCY</u>									
Countywide Emergency Siren Notification System	4,975,000	0	This project provides funding to design, install, and implement a Countywide Emergency Siren Notification System (solar option).			1,500,000	2,000,000	1,000,000	
Construction of New Emergency Operations Center Complex	45,209,525	0	This project consists of Phase I which will be completion of a new Emergency Operations/911 Dispatch Center. Phase II consists of demolishing the existing Emergency Operations Center, construction of a HazMat facility, and a radio shop with bays for technical services.		23,210,000	5,605,000	10,105,000		
<u>HARFORD COMMUNITY COLLEGE</u>									
New Allied Health and Nursing Building	15,870,492	1,090,492	This project will provide funds for adequate classroom and laboratory teaching space for current and future expansion of existing credit and noncredit Nursing and Allied Health Programs.	485,000	5,312,000	601,500			
Susquehanna Center Additions/Renovations	31,110,769	15,767,800	Improvements to this facility include expanded/modernized classrooms; labs and activity rooms; additional space for faculty and staff; and modern infrastructure to replace mechanical, electrical, and plumbing systems. Additions will include a smaller therapeutic pool, new labs and activity rooms, multipurpose courts, and a sports practice area.	5,900,000					
Edgewood Hall Renovation	832,587	0	This project is for renovation of Edgewood Hall to include upgrades, energy efficiency, and interior architectural changes to meet the needs of the users.						349,687
Fallston Hall Renovation	7,121,830	0	This project proposes funds to renovate a 24,728 gsf classroom building. Work will include HVAC upgrades, energy efficiency improvements, and interior architectural changes.			256,852	2,876,753		
Higher Education and Conference Center	29,700,000	0	This project provides funding for a new 35,000 gsf facility that will enable the HECC complex to better fulfill the needs of the community.				681,700	10,025,000	1,203,000
New Math, Engineering, and Technology Building	22,000,000	0	A computation projection of space needs suggests that over 44,000 gsf of classroom and laboratory space will be necessary to meet the College's academic needs. A new 35,000 gsf academic building is included in the CIP to partially meet that need.					802,000	8,020,000

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
New Continuing Education Center	15,860,000	0	This project is for a Continuing Education Center on the West Campus that will house non-credit and apprentice training programs.				521,300	5,213,000	625,560
Parking Expansion	1,980,000	0	Given current and projected enrollments, the capacity of existing parking lots with planned modification are not expected to provide adequate spaces. This project will provide funding to build a new lot with supporting stormwater management and lighting.					90,000	900,000
Site and Parking Lot Improvements	6,030,035	0	This project involves the replacement, installation, and repair of campus parking lots, roadways, and sidewalks.		325,000				
<u>LIBRARIES:</u>									
Havre de Grace Expansion	7,325,482	535,000	This project will increase the square feet of the Havre de Grace branch from 8,420 sf to 15,000 sf. With the impact of BRAC and the close proximity of APG, this branch will realize an increase in volume of patrons.	535,000	6,790,482				
Aberdeen - Feasibility Study and Expansion	11,674,500	0	This project would add 5,000 square feet to the Aberdeen library. The staff work area and yard area would be expanded, as well as the addition of a drive thru window.		909,500	10,709,000			
Churchville Branch	9,815,965	0	This project proposes joint development of the Churchville Recreation Complex. Parks and Recreation and Harford County Public Libraries will build and share this building.						3,081,465

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>BOARD OF EDUCATION:</u>									
Homestead/Wakefield ES Modernization	37,705,793	0	This project provides for full modernization of 115,458 square feet in a two building campus.		2,600,000	10,371,424	10,391,425		
John Archer School at Bel Air Middle School	37,288,751	0	This project provides funding for an addition to Bel Air Middle School for the John Archer School. This project is in the process of preparing an educational specification that incorporates inclusion between regular educational facilities within the campus.		2,442,366	6,022,438	8,414,688	4,520,778	
William Paca/Old Post Elementary School Modernization	34,875,000	0	This elementary school is due for a full modernization of two buildings with 112,417 square feet. The need arises due to the age of the infrastructure and programmatic spatial requirements.				6,351,072	10,267,500	
Youth's Benefit Elementary School	45,770,600	0	This project provides funding for engineering, design, and construction to replace a two building elementary school with one building. A scope study was done in spring of 2007 after the Board of Education approved this project in FY 2007.				9,810,000	9,910,000	3,875,000
<u>PARKS AND RECREATION:</u>									
Athletic Field Improvements	12,150,000	1,400,000	This project proposes major improvements to athletic fields at various locations throughout the County by the installation of artificial turf.	1,250,000	1,400,000	1,400,000	1,400,000	1,400,000	
Emily Bayliss Graham Park	1,375,000	200,000	This project provides funding for passive park development on a site conveyed to the County as part of an estate settlement. The park will include natural trails, park pavilions, and opportunities for the public to learn about the history of the site and community.				250,000		
Enlarged Gymnasiums & Joint Facilities	3,000,000	0	This project proposes the construction of shared facilities at public schools such as enlarged gymnasiums.			600,000	600,000		

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE									
INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:									
PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>PARKS AND RECREATION:</u>									
Aberdeen Recreation Center	11,700,000	0	This project will provide a multi-purpose center to serve leisure needs for all ages in the Aberdeen community.					9,000,000	
Churchville Complex Development	10,041,830	0	This project proposes the further development of the Churchville Recreation Complex. The construction of a library/recreation building is planned as a joint project with Harford County Public Library.		3,960,000				
Edgeley Grove Farm Development	1,150,000	0	This project proposes the construction of recreation facilities at Edgeley Grove Farm.			1,050,000			
Jarrettsville Recreation Center	7,100,000	0	This project will provide a multipurpose center to serve the leisure needs for all in the Jarrettsville community. The center will include a gymnasium, fitness room, and multipurpose rooms for a variety of community programs.					6,000,000	400,000
Northern Regional Park	9,650,000	0	This project proposes a large regional recreation facility to serve multiple recreation councils in the northern part of the County.				7,500,000		
Schucks Road Regional Complex	17,870,415	0	This project provides funding for the development of a 71 acre site centrally located in Harford County. Three Recreation Councils (Hickory/Fountain Green, Forest Hill, and Emmorton) have contributed funds towards site acquisition, and will share facilities.						8,200,000
Swan Harbor Farm Improvements	1,533,000	0	This project proposes renovations and improvements at Swan Harbor Farm, to include a recreational trail from the City limits of Havre de Grace through Swan Harbor Farm to the waterfront.				1,050,000		
			Total Planned 20 Year General Fund Bonds	24,370,000	69,049,348	54,116,214	61,951,938	60,228,278	26,654,712

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:									
PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>HIGHWAYS</u> <u>ROADWAYS</u> Moores Mill Road	10,862,113	4,300,000	This project consists of improving Moores Mill Road between MD 924 and Southampton Middle School to address the safety and traffic volume increases due to the continuous development in and around the Bel Air area.	4,300,000	3,500,000				
			Total Planned 20 Year General Fund Bonds	4,300,000	3,500,000	0	0	0	0

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>WATER & SEWER:</u>									
<u>WATER</u>									
Abingdon WTP Expansion	76,535,000	2,000,000	This project provides funding for a Water and Sewer central office building at the Abingdon Water Treatment Plant site.	2,000,000					
City of Baltimore - Deer Creek PS & Valve Impr.	3,700,000	3,700,000	This project provides funds for the County's share of the COB's capital improvement to the Deer Creek raw water pumping station and valve replacement.	3,700,000					
City of Baltimore Raw Water Supply	9,300,000	3,300,000	This project is a capital collection charge for an increase in allocation for raw water purchased from the City of Baltimore for the Abingdon Water Treatment Plant.	3,300,000		6,000,000			
Havre de Grace Water Treatment Plant Upgrade	2,300,000	0	This project will allow for the addition of the third treatment unit and various upgrades to the existing plant to replace the capacity of the system as the City of Havre de Grace buys their water supply capacity back within the terms of the 1980's agreement.		250,000		1,850,000		
Hickory II Storage Tank and Main	500,000	0	This project will allow for the design and construction of a 11.5 mg elevated water storage tank located at the Hickory II DPW Complex, along with approximately 3,000 linear feet of 20" water transmission main from the tank to Vineyard Oaks North.						500,000
Magnolia Booster Station	700,000	0	This project will to allow for the design and construction of a new hydropneumatic tank to be housed above ground within a new building addition, and provide an automatic telemetry system.		500,000				
Rt. 7 Transmission Parallel Phase I	300,000	0	This project allows for the design and construction of approximately 2,000 linear feet of 12" water main from Edgewood Road to Fashion Way.					300,000	
Rt. 7 Water Main Parallel	400,000	0	This project provides funding for the design and construction of approximately 3,000 linear feet of 20" water main parallel of the existing 12" and 16" main between Abingdon Road and Harford Town Road.				400,000		
Rt. 24 Water Transmission	2,160,000	0	Funding is for a multipurpose project allowing the planning, permitting, design, and construction of approximately 30,000 linear feet of 24" water transmission main from Plumtree Road to Bynum Tank.						2,000,000

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
<u>WATER</u>									
Swan Harbor Tank & Transmission	4,000,000	0	This project provides funding for the design and construction of a one million gallon elevated storage tank and 16 inch transmission main for the fire flow in zone 1A, and to provide additional capacity.		3,400,000				
Trimble Road Tank and Main	4,250,000	0	This project provides funding for the design and construction of a 2.0 million gallon elevated storage tank located near the Magnolia Middle/Elementary School complex.		250,000			4,000,000	
<u>SEWER</u>									
Bynum Run Parallel 6 & 7	15,495,000	620,000	This project will allow for the funding of design, permitting, and construction of a parallel to the existing Bynum Run interceptor from Wheel Road to the Plumtree Interceptor near MacPhail.	620,000		8,225,000		6,350,000	
ENR Refinement at Sod Run	58,000,000	14,250,000	This project provides funding for a detailed feasibility analysis of what is required to meet the Maryland Department of the Environment's new goal of Enhanced Nutrient Removal at the Sod Run Wastewater Treatment Plant to levels of 3 mg/e of nitrogen and 0.3 mg/e of total phosphorus.	8,600,000					
Harford Estates Pump Station Abandonment	5,532,100	130,000	This project shall provide the County's share of the eventual abandonment of the Harford Estates Pump Station with the proposed project on the Blake property.	130,000	370,000				
Sod Run Facility Improvements	2,100,000	900,000	Funding provides for the design and construction of improvements to various tanks, vaults, buildings, electrical systems, instrumentation and process equipment which is approaching the end of its useful life.		600,000	600,000			

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE INCLUDED IN THE FY 12 CAPITAL IMPROVEMENT PROGRAM ARE 60 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:									
PROJECT TITLE	TOTAL PROJECT COST	FY 12 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
SEWER									
Sod Run WWTP - Sludge Pad Cover	750,763	750,763	Funding provides for construction of a roof over a portion of Sod Run's existing sludge storage pad.	695,000					
Chlorine Replacement Program WWTP	3,075,000	0	This project will allow for the design and construction of gaseous chlorine conversion alternative for the County's two wastewater treatment plants.		450,000		450,000	2,000,000	
Bush Creek Pump Station 4th Pump	30,700,000	0	This project is needed to bring the existing Bush Creek pump station to a safe pumping capacity of 28 mgd, and to replace the force main under the Bush River.			3,300,000			
Edgewood Interceptor Sewer Parallel	8,275,000	0	This project provides for the design and construction of approximately 5,300 linear feet of 30" parallel sewer line between Bill Bass Pump Station and Contract No. 6044.			325,000		7,650,000	
Bill Bass Pump Station FM Replacement/Upgrade	800,000	0	This project is for the upgrade of the existing 15.4 mgd Bill Bass Pump Station to an 18 mgd and also will include a force main replacement project.				800,000		
Sod Run Generator	5,150,000	0	This project is for the design, purchase and installation of an emergency generator to be located at the Sod Run Wastewater Treatment Plant.				5,000,000		
Green Ridge Pump Station Replacement	1,500,000	0	This project provides funding for the design and construction of a replacement pump station in Green Ridge.			1,300,000			
Harford Square Collector Phase 3	125,000	0	This project will allow for the design and construction of approximately 1,520 linear feet of 12" sewer from Trimble Road to the Harford Square Pump Station.						125,000
			Total Planned 20 Year Water & Sewer Fund Bonds	19,045,000	5,820,000	19,750,000	8,500,000	20,300,000	2,625,000
			Total Planned 20 Year Bonds All Funds	47,715,000	78,369,348	73,866,214	70,451,938	80,528,278	29,279,712

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
TOTAL COUNTY BY CATEGORY								
<u>GENERAL FUND</u>								
General Capital	218,827,543	147,285,309	28,329,734	26,862,500	9,150,000	2,610,000	2,320,000	2,270,000
Water Resources	51,791,196	16,556,879	2,959,317	6,865,000	6,765,000	6,215,000	6,215,000	6,215,000
Sheriff/Emergency/Fire	144,897,996	76,382,111	3,216,885	32,249,000	13,061,000	17,289,000	1,850,000	850,000
Harford Community College	149,950,772	38,297,259	18,729,096	13,930,000	2,083,755	9,538,075	40,180,000	27,192,587
Library	57,694,753	29,965,494	757,932	8,757,862	11,732,000	800,000	800,000	4,881,465
Board of Education	750,823,360	479,252,171	16,205,845	26,521,500	44,273,999	87,187,473	71,142,172	26,240,200
SUB-TOTAL GENERAL FUND PROJECTS	1,373,985,620	787,739,223	70,198,809	115,185,862	87,065,754	123,639,548	122,507,172	67,649,252
<u>SOLID WASTE SERVICES</u>	88,434,919	38,684,919	10,250,000	18,820,000	10,270,000	1,220,000	8,270,000	920,000
<u>TAX INCREMENT FINANCING</u>	11,100,000	11,100,000	0	0	0	0	0	0
TOTAL GENERAL FUND PROJECTS	1,473,520,539	837,524,142	80,448,809	134,005,862	97,335,754	124,859,548	130,777,172	68,569,252
<u>PARKS & RECREATION</u>	178,772,245	91,078,245	5,919,000	9,090,000	8,690,000	21,360,000	25,660,000	16,975,000
<u>HIGHWAYS FUND</u>								
Bridges	46,457,744	25,450,244	2,987,500	3,425,000	3,090,000	5,450,000	3,035,000	3,020,000
Roadways	72,822,371	41,982,371	8,195,000	9,000,000	5,270,000	4,415,000	2,130,000	1,830,000
Resurfacing	65,312,067	21,478,122	4,983,945	4,800,000	6,000,000	9,350,000	9,350,000	9,350,000
Other	48,290,883	20,775,883	2,020,000	2,490,000	3,030,000	3,670,000	8,445,000	7,860,000
TOTAL HIGHWAYS PROJECTS	232,883,065	109,686,620	18,186,445	19,715,000	17,390,000	22,885,000	22,960,000	22,060,000
<u>WATER & SEWER FUNDS</u>								
Water Projects	139,404,809	102,796,809	11,173,000	5,555,000	7,165,000	3,725,000	5,455,000	3,535,000
Sewer Projects	185,123,858	117,848,095	16,850,763	4,570,000	15,300,000	9,050,000	18,400,000	3,105,000
TOTAL WATER & SEWER PROJECTS	324,528,667	220,644,904	28,023,763	10,125,000	22,465,000	12,775,000	23,855,000	6,640,000
COUNTY TOTAL BY PROJECTS	2,209,704,516	1,258,933,911	132,578,017	172,935,862	145,880,754	181,879,548	203,252,172	114,244,252

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				FY 2017
					FY 2014	FY 2015	FY 2016		

TOTAL COUNTY BY FUND SOURCE

Paygo	486,983,427	172,570,033	21,624,741	64,709,367	55,893,798	58,844,905	59,675,611	53,664,972
Impact Fee	8,000,000	8,000,000	0	0	0	0	0	0
Future Bonds	380,210,490	0	47,715,000	78,369,348	73,866,214	70,451,938	80,528,278	29,279,712
Prior Bonds	678,892,552	678,892,552	0	0	0	0	0	0
Reappropriated	74,661,179	66,612,490	8,048,689	0	0	0	0	0
Transfer Tax	44,413,023	38,429,221	5,983,802	0	0	0	0	0
Recordation Tax	54,566,173	27,980,241	8,545,932	2,555,000	2,255,000	5,410,000	3,425,000	4,395,000
State	305,501,258	128,557,376	33,212,937	13,759,647	11,155,742	41,322,705	55,763,283	21,729,568
Program Open Space	22,007,599	17,298,599	59,000	300,000	700,000	725,000	1,600,000	1,325,000
Federal	50,370,955	38,540,043	1,818,412	2,202,500	1,020,000	4,740,000	800,000	1,250,000
Developer	12,634,618	10,657,118	997,500	150,000	230,000	250,000	200,000	150,000
Other	59,740,389	49,673,385	4,572,004	890,000	760,000	135,000	1,260,000	2,450,000
Lease Purchase	31,722,853	21,722,853	0	10,000,000	0	0	0	0

COUNTY TOTAL BY FUNDING SOURCE	2,209,704,516	1,258,933,911	132,578,017	172,935,862	145,880,754	181,879,548	203,252,172	114,244,252

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				FY 2017
					FY 2014	FY 2015	FY 2016		

GENERAL FUND

GENERAL CAPITAL

FY 12 Funded Projects:

Board of Education Debt Service FY 12	12,829,734	0	12,829,734	0	0	0	0	0
Fleet Replacement	10,420,000	0	1,300,000	1,770,000	1,650,000	2,110,000	1,820,000	1,770,000
HMAN (Harford County Metro Area Network)	8,000,000	0	8,000,000	0	0	0	0	0
Harford County Southern Resource Annex	32,874,200	10,874,200	5,000,000	10,000,000	7,000,000			
Refresh Program	1,200,000	0	1,200,000	0	0	0	0	0

Outyear Projects:

Courthouse Building Repairs	1,127,400	234,900	0	892,500	0	0	0	0
Cultural Arts Center	125,000	25,000	0	100,000	0	0	0	0
Facilities Repair Program	10,312,852	7,812,852	0	500,000	500,000	500,000	500,000	500,000
Humane Society	3,925,000	325,000	0	3,600,000	0	0	0	0
Safeguarding Business Operations	17,150,400	7,150,400	0	10,000,000	0	0	0	0

Open Projects:

Agricultural Resource Center and Horse Park	25,000	25,000	0	0	0	0	0	0
Asbestos/Lead Abatement	300,000	300,000	0	0	0	0	0	0
Bel Air Youth/Senior Center	4,989,161	4,989,161	0	0	0	0	0	0
Board of Education Debt Service 10	37,049,930	37,049,930	0	0	0	0	0	0
Citizens Care Center	1,500,000	1,500,000	0	0	0	0	0	0
Computer Equipment/Networks	6,763,821	6,763,821	0	0	0	0	0	0
Edgewood PAL Center	2,750,000	2,750,000	0	0	0	0	0	0
Edgewood Train Station	199,792	199,792	0	0	0	0	0	0
Emergency Needs	1,245,776	1,245,776	0	0	0	0	0	0
Enterprise Resource System	25,000	25,000	0	0	0	0	0	0
Fuel Dispensing System Upgrade	755,000	755,000	0	0	0	0	0	0
Gordon Street	420,000	420,000	0	0	0	0	0	0
Milestone Project	4,600,000	4,600,000	0	0	0	0	0	0
MTBE Upgrades	200,000	200,000	0	0	0	0	0	0
New Administration Building	19,885,000	19,885,000	0	0	0	0	0	0
New Wing for 45 S. Main	300,000	300,000	0	0	0	0	0	0
North Harford HS Concession Stand	100,000	100,000	0	0	0	0	0	0
One Maryland Broadband	5,250,000	5,250,000	0	0	0	0	0	0
Reforestation and Buffer Mitigation - Critical Area	100,000	100,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
GENERAL CAPITAL								
Reforestation and Landscaping	687,579	687,579	0	0	0	0	0	0
Revenue and Billing Applications	646,139	646,139	0	0	0	0	0	0
Site Acquisition 06	20,757,761	20,757,761	0	0	0	0	0	0
Telecommunication Replacement	3,725,000	3,725,000	0	0	0	0	0	0
Treasury Computer Enhancements	175,000	175,000	0	0	0	0	0	0
Washington Court Acquisition	8,312,998	8,312,998	0	0	0	0	0	0
Wireless Networking Pilot Study	100,000	100,000	0	0	0	0	0	0
General Capital Total by Project	218,827,543	147,285,309	28,329,734	26,862,500	9,150,000	2,610,000	2,320,000	2,270,000
Paygo	39,675,219	26,655,219	1,300,000	2,370,000	2,150,000	2,610,000	2,320,000	2,270,000
Reappropriated	16,168,836	14,968,836	1,200,000	0	0	0	0	0
Future Bonds	33,600,000	0	13,000,000	13,600,000	7,000,000	0	0	0
Prior Bonds	57,041,961	57,041,961	0	0	0	0	0	0
Transfer Tax	14,685,380	8,701,578	5,983,802	0	0	0	0	0
Recordation Tax	16,320,932	9,475,000	6,845,932	0	0	0	0	0
State	2,570,146	2,570,146	0	0	0	0	0	0
Federal	16,520,761	15,628,261	0	892,500	0	0	0	0
Developer	980,000	980,000	0	0	0	0	0	0
Other	1,960,290	1,960,290	0	0	0	0	0	0
Lease Purchase	19,304,018	9,304,018	0	10,000,000	0	0	0	0
General Capital Total by Fund	218,827,543	147,285,309	28,329,734	26,862,500	9,150,000	2,610,000	2,320,000	2,270,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
WATER RESOURCES								
<u>FY 12 Funded Projects:</u>								
Joppatowne Area Watershed Restoration	2,100,000	0	100,000	400,000	400,000	400,000	400,000	400,000
Maintenance/Repair of Dams	1,155,000	805,000	100,000	50,000	50,000	50,000	50,000	50,000
Plumtree Run Watershed Restoration	3,175,000	0	175,000	600,000	600,000	600,000	600,000	600,000
Sams Branch Watershed Restoration	1,652,922	0	152,922	300,000	300,000	300,000	300,000	300,000
Stormwater Pollution Prevention	756,395	0	131,395	125,000	125,000	125,000	125,000	125,000
Sunnyview Stream Restoration	1,635,000	610,000	950,000	25,000	25,000	25,000	0	0
Watershed Stream Assessment Studies	2,625,000	400,000	125,000	300,000	300,000	500,000	500,000	500,000
Wheel Creek Watershed Restoration	4,229,607	1,654,607	925,000	525,000	750,000	125,000	125,000	125,000
Woodbridge Retrofit and Stream Restoration	1,215,000	510,000	300,000	330,000	25,000	25,000	25,000	0
<u>Outyear Projects:</u>								
212 South Bond Water Quality Demonstration	560,000	0	0	120,000	220,000	220,000	0	0
Declaration Run Watershed Restoration	2,550,000	0	0	150,000	600,000	600,000	600,000	600,000
Deer Creek Watershed Restoration	2,900,000	400,000	0	500,000	500,000	500,000	500,000	500,000
Edgewood Plaza Retrofit and Stream Restoration	1,370,000	450,000	0	520,000	400,000	0	0	0
Stormwater Enhancement	1,000,000	625,000	0	75,000	75,000	75,000	75,000	75,000
Watershed Restoration/Improvements 06	14,818,228	1,728,228	0	2,445,000	2,195,000	2,645,000	2,890,000	2,915,000
Woodland Run Stream Restoration	725,000	50,000	0	400,000	200,000	25,000	25,000	25,000
<u>Open Projects:</u>								
Bynum Ridge Stream Stabilization	355,000	355,000	0	0	0	0	0	0
Bynum Run at St. Andrews Way Stream Restoration	740,000	740,000	0	0	0	0	0	0
Laurel Valley Stream Restoration	671,361	671,361	0	0	0	0	0	0
Moose Lodge Stream Restoration	50,000	50,000	0	0	0	0	0	0
Perry Avenue Stream Restoration	300,000	300,000	0	0	0	0	0	0
Plumtree Run at Tollgate Road Stream Restoration	990,000	990,000	0	0	0	0	0	0
Stream Gage Stations	534,000	534,000	0	0	0	0	0	0
Watershed Restoration/Improvements 00	4,819,433	4,819,433	0	0	0	0	0	0
Watershed Stream Assessment Studies 00	864,250	864,250	0	0	0	0	0	0
Water Resources Total by Project	51,791,196	16,556,879	2,959,317	6,865,000	6,765,000	6,215,000	6,215,000	6,215,000
Paygo	32,805,112	7,662,294	142,818	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Reappropriated	2,303,834	1,012,335	1,291,499	0	0	0	0	0
State	11,739,650	4,739,650	1,050,000	1,600,000	1,500,000	950,000	950,000	950,000
Federal	2,503,000	1,203,000	300,000	200,000	200,000	200,000	200,000	200,000
Other	2,439,600	1,939,600	175,000	65,000	65,000	65,000	65,000	65,000
Water Resources Total by Fund	51,791,196	16,556,879	2,959,317	6,865,000	6,765,000	6,215,000	6,215,000	6,215,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
SHERIFF/EMERGENCY/FIRE								
SHERIFF'S OFFICE								
<u>FY 12 Funded Projects:</u>								
Computer Equipment/Networks	2,611,742	1,454,242	362,500	795,000	0	0	0	0
Radio System for the Detention Center	219,623	0	219,623	0	0	0	0	0
<u>Open Projects:</u>								
Boiler Replacement	175,000	175,000	0	0	0	0	0	0
Camera Recording and Monitoring System	259,500	259,500	0	0	0	0	0	0
Detention Center Expansion	32,018,131	32,018,131	0	0	0	0	0	0
Detention Center Kitchen Upgrade/Renovation	187,120	187,120	0	0	0	0	0	0
EMERGENCY OPERATIONS								
<u>FY 12 Funded Projects:</u>								
Narrowbanding Public Safety Communication Channels	1,266,350	0	1,266,350	0	0	0	0	0
911 State Fee Fund	900,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000
700 MHz Wireless Radio System Equipment	15,095,412	1,575,000	518,412	4,334,000	4,334,000	4,334,000	0	0
<u>Outyear Projects:</u>								
Countywide Emergency Siren Notification System	4,975,000	0	0	475,000	1,500,000	2,000,000	1,000,000	0
New Emergency Operations Center Complex	45,209,525	6,289,525	0	23,210,000	5,605,000	10,105,000	0	0
Upgrade & Expansion of Public Safety Mobile Software	1,157,000	0	0	585,000	572,000	0	0	0
Upgrade & Replacement of Voice Logging/Rec. System	700,000	0	0	500,000	200,000	0	0	0
<u>Open Projects:</u>								
Alternate Call Taking and Dispatch Site	400,000	400,000	0	0	0	0	0	0
Facility Renovations	412,500	412,500	0	0	0	0	0	0
Fire, EMS, and Law Enforcement CAD	2,450,000	2,450,000	0	0	0	0	0	0
Public Safety Infrastructure Network	556,000	556,000	0	0	0	0	0	0
UHF Radio System Replacement	23,601,693	23,601,693	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
VOLUNTEER FIRE COMPANIES								
<u>FY 11 Funded Projects:</u>								
Norrisville Station	810,000	60,000	750,000	0	0	0	0	0
<u>Outyear Projects:</u>								
Joppa Magnolia Fire Station Expansion	750,000	0	0	750,000	0	0	0	0
Susquehanna Hose Company House #3 Expansion	810,000	60,000	0	750,000	0	0	0	0
VFC Facility Repair	6,500,000	2,750,000	0	750,000	750,000	750,000	750,000	750,000
<u>Open Projects:</u>								
Bel Air Substation at Patterson Mill	2,868,400	2,868,400	0	0	0	0	0	0
SCBA Equipment Replacement	155,000	155,000	0	0	0	0	0	0
Susquehanna Hose Company House #5 Expansion	810,000	810,000	0	0	0	0	0	0
Sheriff/Emergency/Fire Total by Project	144,897,996	76,382,111	3,216,885	32,249,000	13,061,000	17,289,000	1,850,000	850,000
Paygo	36,073,770	13,544,770	1,150,000	8,939,000	5,856,000	5,084,000	750,000	750,000
Future Bonds	43,420,000	0	0	23,210,000	7,105,000	12,105,000	1,000,000	0
Prior Bonds	47,002,032	47,002,032	0	0	0	0	0	0
Reappropriated	1,948,473	100,000	1,848,473	0	0	0	0	0
State	13,904,292	13,304,292	100,000	100,000	100,000	100,000	100,000	100,000
Federal	1,068,412	950,000	118,412	0	0	0	0	0
Lease Purchase	1,481,017	1,481,017	0	0	0	0	0	0
Sheriff / Emergency / Fire Total by Fund	144,897,996	76,382,111	3,216,885	32,249,000	13,061,000	17,289,000	1,850,000	850,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
HARFORD COMMUNITY COLLEGE								
<u>FY 12 Funded Projects:</u>								
Black Box Theater	250,000	0	250,000	0	0	0	0	0
Building and Grounds	175,000	0	175,000	0	0	0	0	0
Computer Equipment/Technology	197,000	87,000	110,000	0	0	0	0	0
New Allied Health and Nursing Building	15,870,492	0	1,090,492	13,280,000	1,500,000	0	0	0
Roof Replacements	2,337,876	1,595,282	742,594	0	0	0	0	0
Site and Parking Lot Improvements	6,030,035	4,905,425	474,610	650,000	0	0	0	0
Susquehanna Center Addition/Renovations	31,110,769	15,342,969	15,767,800	0	0	0	0	0
WHFC Radio HD and Power Enhancement	118,600	0	118,600	0	0	0	0	0
<u>Outyear Projects:</u>								
Edgewood Hall Renovations	832,587	0	0	0	0	0	0	832,587
Fallston Hall Renovation	7,121,830	0	0	0	583,755	6,538,075	0	0
Higher Education and Conference Center	29,700,000	0	0	0	0	1,700,000	25,000,000	3,000,000
New Continuing Education Center	15,860,000	0	0	0	0	1,300,000	13,000,000	1,560,000
New Math, Engineering, and Technology Building	22,000,000	0	0	0	0	0	2,000,000	20,000,000
Parking Expansion	1,980,000	0	0	0	0	0	180,000	1,800,000
<u>Open Projects:</u>								
Aberdeen Hall Renovations	7,012,381	7,012,381	0	0	0	0	0	0
Aberdeen Proving Ground Campus Satellite	150,000	150,000	0	0	0	0	0	0
Hays Heighe House Renovations	1,993,890	1,993,890	0	0	0	0	0	0
Milestone Project	5,278,212	5,278,212	0	0	0	0	0	0
Observatory Expansion	32,100	32,100	0	0	0	0	0	0
Water & Wastewater	1,650,000	1,650,000	0	0	0	0	0	0
West Campus Expansion	250,000	250,000	0	0	0	0	0	0
College Total by Project	149,950,772	38,297,259	18,729,096	13,930,000	2,083,755	9,538,075	40,180,000	27,192,587
Paygo	4,848,122	4,848,122	0	0	0	0	0	0
Future Bonds	44,188,352	0	6,385,000	5,637,000	858,352	4,079,753	16,130,000	11,098,247
Prior Bonds	14,402,401	14,402,401	0	0	0	0	0	0
State	72,260,526	8,897,369	9,557,092	7,968,000	1,225,403	5,458,322	23,960,000	15,194,340
Other	13,726,371	9,624,367	2,787,004	325,000	0	0	90,000	900,000
Lease Purchase	525,000	525,000	0	0	0	0	0	0
College Total by Fund	149,950,772	38,297,259	18,729,096	13,930,000	2,083,755	9,538,075	40,180,000	27,192,587

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
LIBRARIES								
<u>FY 11 Funded Projects:</u>								
Aberdeen Branch - Feasibility Study and Expansion	11,674,500	0	56,000	909,500	10,709,000	0	0	0
Darlington Branch - Feasibility Study	56,000	0	56,000	0	0	0	0	0
Facility Maintenance and Repairs	239,040	237,208	1,832	0	0	0	0	0
Havre de Grace Expansion	7,325,482	0	535,000	6,790,482	0	0	0	0
Technology	2,398,980	0	109,100	489,880	450,000	450,000	450,000	450,000
<u>Outyear Projects:</u>								
Churchville Branch	9,815,965	5,734,500	0	0	0	0	0	4,081,465
Facility Renovations	1,900,000	150,000	0	350,000	350,000	350,000	350,000	350,000
Mobile Service Expansions	441,000	0	0	218,000	223,000	0	0	0
<u>Open Projects:</u>								
Aberdeen HVAC Replacement	277,255	277,255	0	0	0	0	0	0
Abingdon Library	8,750,000	8,750,000	0	0	0	0	0	0
Edgewood Branch - HVAC Replacement	452,950	452,950	0	0	0	0	0	0
Fallston Branch - HVAC Chiller Replacement	350,350	350,350	0	0	0	0	0	0
Fallston Lighting	169,000	169,000	0	0	0	0	0	0
Havre de Grace Feasibility Study	45,140	45,140	0	0	0	0	0	0
Jarrettsville Library	5,884,000	5,884,000	0	0	0	0	0	0
Joppa Library Roof & HVAC	488,391	488,391	0	0	0	0	0	0
Milestone Project	3,188,500	3,188,500	0	0	0	0	0	0
Whiteford Library Expansion	4,238,200	4,238,200	0	0	0	0	0	0
Libraries Total by Project	57,694,753	29,965,494	757,932	8,757,862	11,732,000	800,000	800,000	4,881,465
Paygo	11,069,473	6,367,493	221,100	1,057,880	1,023,000	800,000	800,000	800,000
Future Bonds	22,025,447	0	535,000	7,699,982	10,709,000	0	0	3,081,465
Prior Bonds	21,804,096	21,804,096	0	0	0	0	0	0
State	600,000	0	0	0	0	0	0	600,000
Federal	1,603,300	1,203,300	0	0	0	0	0	400,000
Reappropriated	187,437	185,605	1,832	0	0	0	0	0
Other	100,000	100,000	0	0	0	0	0	0
Lease Purchase	305,000	305,000	0	0	0	0	0	0
Libraries Total by Fund	57,694,753	29,965,494	757,932	8,757,862	11,732,000	800,000	800,000	4,881,465

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017

BOARD OF EDUCATION

FY 12 Funded Projects:

ADA Improvements	1,000,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000
Athletic Field Repair	697,000	277,000	70,000	70,000	70,000	70,000	70,000	70,000
Backflow Prevention	1,050,000	450,000	100,000	100,000	100,000	100,000	100,000	100,000
Band Uniform Refresh Program	360,000	0	60,000	60,000	60,000	60,000	60,000	60,000
Bel Air Elementary School Site Improvements	493,630	1,100,000	(606,370)	0	0	0	0	0
Bel Air High School Replacement	79,876,086	79,876,086	0	0	0	0	0	0
Bleacher Replacement	1,000,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000
Building Envelope Improvements	1,400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Campus Hills Elementary School	1,200,000	2,700,000	(1,500,000)	0	0	0	0	0
Career and Technology Education Equipment Refresh	1,200,000	600,000	100,000	100,000	100,000	100,000	100,000	100,000
Deerfield Elementary School Replacement	31,984,200	38,884,200	(6,900,000)	0	0	0	0	0
Edgewood High School Replacement	83,581,790	90,481,790	(6,900,000)	0	0	0	0	0
Energy Conservation Measures	1,750,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Environmental Compliance	1,947,619	1,347,619	100,000	100,000	100,000	100,000	100,000	100,000
Equipment and Furniture Replacement	1,655,000	1,055,000	100,000	100,000	100,000	100,000	100,000	100,000
Fire Alarm and ER Communications	1,475,000	900,000	75,000	100,000	100,000	100,000	100,000	100,000
Floor Covering Replacement	500,000	0	100,000	100,000	100,000	100,000	100,000	0
Forest Hill Annex Electrical Upgrades	400,000	0	400,000	0	0	0	0	0
Harford Technical High School Field Improvements	4,900,000	5,000,000	(100,000)	0	0	0	0	0
Havre de Grace High School Feasibility Study	250,000	0	250,000	0	0	0	0	0
Havre de Grace High School Field Facilities	1,000,000	0	1,000,000	0	0	0	0	0
Jarrettsville Elementary School Comprehensive HVAC	3,700,000	0	3,700,000	0	0	0	0	0
Joppatowne Elementary Modernization	13,750,811	14,520,811	(770,000)	0	0	0	0	0
Locker Replacement	860,000	210,000	120,000	125,000	130,000	135,000	140,000	0
Major HVAC Repairs	13,207,747	3,332,768	5,914,979	360,000	1,080,000	1,080,000	1,200,000	240,000
Music Equipment Refresh	775,000	475,000	50,000	50,000	50,000	50,000	50,000	50,000
Music Technology Labs Program	585,000	65,000	130,000	65,000	65,000	65,000	65,000	130,000
Outdoor Track Reconditioning	300,000	25,000	150,000	25,000	25,000	25,000	25,000	25,000
Paving Overlay and Maintenance	3,106,370	1,450,000	806,370	300,000	175,000	100,000	125,000	150,000
Playground Equipment	5,765,000	4,415,000	350,000	200,000	200,000	200,000	200,000	200,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
BOARD OF EDUCATION								
Red Pump Road Elementary School	30,833,219	31,833,219	(1,000,000)	0	0	0	0	0
Relocatable Classrooms	2,323,000	1,223,000	300,000	300,000	200,000	100,000	100,000	100,000
Replacement Buses	16,222,697	8,007,197	714,000	318,000	1,430,000	1,488,500	2,033,000	2,232,000
Replacement Vehicles	10,153,396	4,483,396	945,000	945,000	945,000	945,000	945,000	945,000
Roof Replacement	7,049,500	0	950,000	1,386,000	523,500	1,855,000	760,000	1,575,000
Roof Replacement - Ring Factory Elementary School	2,124,545	2,386,199	(261,654)	0	0	0	0	0
Roofing Replacement 07	1,236,530	906,530	330,000	0	0	0	0	0
Security Cameras	2,910,000	1,350,000	235,000	245,000	255,000	265,000	275,000	285,000
Southampton Middle School HVAC	1,019,000	1,144,000	(125,000)	0	0	0	0	0
Special Education Facilities Improvements	600,000	0	100,000	100,000	100,000	100,000	100,000	100,000
Stormwater Management, Erosion, Sediment Control	625,000	275,000	50,000	100,000	50,000	50,000	50,000	50,000
Swimming Pool Renovations	686,000	200,000	100,000	100,000	88,000	88,000	55,000	55,000
Technology Education Lab Refresh	1,475,000	975,000	250,000	50,000	50,000	50,000	50,000	50,000
Technology Infrastructure	77,238,122	16,365,802	5,268,520	10,072,500	11,921,200	12,348,700	10,538,200	10,723,200
Textbooks/Supplemental Materials Refresh	8,310,000	6,510,000	300,000	300,000	300,000	300,000	300,000	300,000
William Paca Elementary School Bldg Air Conditioning	5,800,000	0	5,800,000	0	0	0	0	0
Youth's Benefit Elementary School Primary Building A/C	4,800,000	0	4,800,000	0	0	0	0	0
<u>Outyear Projects:</u>								
Homestead Wakefield Elementary School Modernization	37,705,793	140,000	0	2,600,000	10,371,424	17,492,897	7,101,472	0
John Archer School at Bel Air Middle School	37,288,751	1,030,000	0	2,600,000	10,034,875	16,829,376	6,794,500	0
Magnolia Middle School Comprehensive HVAC Program	9,800,000	0	0	4,900,000	4,900,000	0	0	0
William Paca/Old Post Elementary School Modernization	34,875,000	100,000	0	0	0	14,240,000	20,535,000	0
Youth's Benefit Elementary School Replacement	45,770,600	1,700,600	0	0	0	18,000,000	18,320,000	7,750,000
<u>Open Projects:</u>								
Aberdeen High School Addition	5,737,945	5,737,945	0	0	0	0	0	0
Aberdeen HS North Building	665,000	665,000	0	0	0	0	0	0
Air Conditioning Projects	8,870,150	8,870,150	0	0	0	0	0	0
Athletic Field Restoration	20,000	20,000	0	0	0	0	0	0
Bel Air Elementary School Chiller Replacement	360,000	360,000	0	0	0	0	0	0
Dublin Elementary School Boiler Replacement	250,000	250,000	0	0	0	0	0	0
Fallston High School WWTP Replacement	106,070	106,070	0	0	0	0	0	0
Integrated Business Systems	193,000	193,000	0	0	0	0	0	0
Jarrettsville Elementary School HVAC	86,234	86,234	0	0	0	0	0	0
Joppatowne High School Gymnasium	4,160,050	4,160,050	0	0	0	0	0	0
Milestone Project	14,581,710	14,581,710	0	0	0	0	0	0
North Harford High School Repairs	50,000	50,000	0	0	0	0	0	0
North Harford High School Modernization	31,873,132	31,873,132	0	0	0	0	0	0
North Harford Middle School Water System	261,114	261,114	0	0	0	0	0	0
Patterson Mill Middle/High School	60,322,094	60,322,094	0	0	0	0	0	0
Paving New Parking Areas	300,000	300,000	0	0	0	0	0	0
Prospect Mill Elementary School	1,986,241	1,986,241	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
BOARD OF EDUCATION								
<u>Open Projects (cont.):</u>								
Relocatable Classrooms 07	376,000	376,000	0	0	0	0	0	0
Replacement of Riverside Heating/Cooling	11,752,771	11,752,771	0	0	0	0	0	0
Roofing Replacement 08	1,336,050	1,336,050	0	0	0	0	0	0
Septic Pre Treatment Facility Code Upgrades	4,167,926	4,167,926	0	0	0	0	0	0
Technology	4,751,467	4,751,467	0	0	0	0	0	0
Education Total by Project	750,823,360	479,252,171	16,205,845	26,521,500	44,273,999	87,187,473	71,142,172	26,240,200
Paygo	121,333,701	29,949,928	0	17,462,487	20,109,798	19,010,905	17,320,611	17,479,972
Impact Fee	8,000,000	8,000,000	0	0	0	0	0	0
Future Bonds	84,976,691	0	0	5,042,366	16,393,862	34,967,185	24,698,278	3,875,000
Prior Bonds	311,484,603	311,484,603	0	0	0	0	0	0
Reappropriated	29,367,088	29,367,088	0	0	0	0	0	0
Transfer Tax	29,727,643	29,727,643	0	0	0	0	0	0
Recordation Tax	4,397,676	4,397,676	0	0	0	0	0	0
State	131,806,083	36,595,358	16,205,845	4,016,647	7,770,339	33,209,383	29,123,283	4,885,228
Federal	507,400	507,400	0	0	0	0	0	0
Other	22,899,225	22,899,225	0	0	0	0	0	0
Lease Purchase	6,323,250	6,323,250	0	0	0	0	0	0
Education Total by Fund	750,823,360	479,252,171	16,205,845	26,521,500	44,273,999	87,187,473	71,142,172	26,240,200
SUB-TOTAL GENERAL FUND CAPITAL	1,373,985,620	787,739,223	70,198,809	115,185,862	87,065,754	123,639,548	122,507,172	67,649,252

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	
SOLID WASTE SERVICES									
<u>FY 12 Funded Projects</u>									
Former Spencers Landfill Closure (North Side)	6,550,000	0	400,000	6,150,000	0	0	0	0	
HWDC Landfill Capping	7,050,000	400,000	6,650,000	0	0	0	0	0	
Solid Waste Transfer Station	6,600,000	0	3,200,000	400,000	3,000,000	0	0	0	
<u>Outyear Projects:</u>									
Environmental Studies and Projects	1,920,900	1,320,900	0	120,000	120,000	120,000	120,000	120,000	
Future Yard Trim Site	3,300,000	0	0	0	1,000,000	300,000	2,000,000	0	
HWDC Compost Area Facilities	490,000	90,000	0	400,000	0	0	0	0	
HWDC Expansion	27,889,340	20,389,340	0	5,500,000	500,000	500,000	500,000	500,000	
HWDC Pavement Upgrades	1,050,000	0	0	350,000	350,000	0	350,000	0	
HWDC Pond Rehabilitation	500,000	0	0	500,000	0	0	0	0	
New Solid Waste Facilities Development	4,500,000	0	0	2,500,000	2,000,000	0	0	0	
Recycling Facility	4,500,000	0	0	1,500,000	3,000,000	0	0	0	
Tollgate Yard Trim Recycling Center	950,000	450,000	0	500,000	0	0	0	0	
Waste to Energy Repairs	2,800,000	1,300,000	0	300,000	300,000	300,000	300,000	300,000	
Waste to Energy Replacement Facility	6,000,000	400,000	0	600,000	0	0	5,000,000	0	
<u>Open Projects:</u>									
Air Pollution Control	13,150,000	13,150,000	0	0	0	0	0	0	
HWDC Cover Material	400,000	400,000	0	0	0	0	0	0	
HWDC Facilities Study	100,000	100,000	0	0	0	0	0	0	
Tollgate Landfill Gas System	684,679	684,679	0	0	0	0	0	0	
Solid Waste Services Total by Project	88,434,919	38,684,919	10,250,000	18,820,000	10,270,000	1,220,000	8,270,000	920,000	
Paygo	32,130,900	5,480,900	6,650,000	10,320,000	1,270,000	1,220,000	6,270,000	920,000	
Reappropriated	1,422,892	1,022,892	400,000	0	0	0	0	0	
Future Bonds	22,700,000	0	3,200,000	8,500,000	9,000,000	0	2,000,000	0	
Prior Bonds	30,726,127	30,726,127	0	0	0	0	0	0	
Other	1,455,000	1,455,000	0	0	0	0	0	0	
Solid Waste Services Total by Fund	88,434,919	38,684,919	10,250,000	18,820,000	10,270,000	1,220,000	8,270,000	920,000	

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
TAX INCREMENT FINANCING								
<u>Open Projects:</u>								
Beechtree TIF Improvements	11,100,000	11,100,000	0	0	0	0	0	0
Tax Increment Financing Total by Project	11,100,000	11,100,000	0	0	0	0	0	0
Prior Bonds	11,100,000	11,100,000	0	0	0	0	0	0
Tax Increment Financing Total by Fund	11,100,000	11,100,000	0	0	0	0	0	0

TOTAL GENERAL FUND CAPITAL	1,473,520,539	837,524,142	80,448,809	134,005,862	97,335,754	124,859,548	130,777,172	68,569,252

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
<u>PARKS & RECREATION FUND</u>								
<u>FY 12 Funded Projects:</u>								
Athletic Field Improvements	12,150,000	5,150,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	0
Backstop Renovations	150,000	0	50,000	50,000	0	0	50,000	0
Belcamp Park Improvements	250,000	200,000	50,000	0	0	0	0	0
Broad Creek Boat Launch Ramp	484,000	384,000	100,000	0	0	0	0	0
Darlington Park Development	1,475,000	125,000	850,000	0	0	0	0	500,000
Emily Bayliss Graham Park	1,375,000	0	200,000	150,000	500,000	525,000	0	0
Emmorton Recreation and Tennis Center Improvements	455,000	100,000	60,000	0	120,000	0	175,000	0
Equestrian Center Improvements	675,000	175,000	150,000	0	0	250,000	100,000	0
Facility Renovations	755,000	140,000	75,000	75,000	120,000	100,000	120,000	125,000
Gunpowder River Dredging	1,550,000	0	250,000	75,000	505,000	90,000	630,000	0
Heavenly Waters Park	1,820,000	1,520,000	300,000	0	0	0	0	0
Jarrettsville Complex Restrooms	350,000	0	50,000	300,000	0	0	0	0
Natural Turf Improvements	1,150,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000
Oakington Farms	1,150,000	0	1,150,000	0	0	0	0	0
Park Improvements	965,000	235,000	50,000	125,000	120,000	150,000	135,000	150,000
Park Land Acquisition	3,621,000	886,000	375,000	425,000	330,000	430,000	535,000	640,000
Parking Lot Paving	239,000	0	39,000	0	50,000	0	150,000	0
Playground Equipment	1,585,000	395,000	280,000	100,000	230,000	200,000	230,000	150,000
Rockfield Park Improvements	100,000	0	100,000	0	0	0	0	0
Tennis/Multipurpose Courts	690,000	100,000	90,000	100,000	100,000	100,000	100,000	100,000
Trails and Linear Parks	2,475,000	0	150,000	0	0	2,000,000		325,000
<u>Outyear Projects:</u>								
Aberdeen Recreation Center	11,700,000	0	0	0	0	700,000	10,500,000	500,000
ADA Improvements	125,000	0	0	50,000	0	75,000	0	0
Anita C. Leight Center Improvements	675,000	200,000	0	200,000	0	75,000	200,000	0
Benson Field Development	1,100,000	0	0	0	100,000	1,000,000	0	0
Blake's Venture Park	1,300,000	0	0	0	0	0	100,000	1,200,000
Bleacher Renovations	430,000	190,000	0	60,000	60,000	30,000	60,000	30,000
Bulkhead Renovations	575,000	0	0	0	40,000	535,000	0	0
Cedar Lane Sports Complex Improvements	1,475,000	1,000,000	0	0	0	0	0	475,000
Churchville Center Renovations	525,000	400,000	0	0	50,000	0	0	75,000
Churchville Complex Development	10,041,830	5,556,830	0	3,960,000	400,000	0	0	125,000
David Craig Park Development	250,000	0	0	0	0	0	0	250,000
Dublin Community Park Development	150,000	0	0	0	0	0	0	150,000
Eden Mill Park Rehabilitation	875,000	600,000	0	0	125,000	0	0	150,000
Edgeley Grove Farm Development	1,150,000	0	0	100,000	1,050,000	0	0	0
Edgewood Recreation and Community Center	150,000	0	0	0	150,000	0	0	0
Edgewood Recreation Park	2,080,000	1,405,000	0	125,000	550,000	0	0	0
Enlarged Gymnasiums & Joint Facilities	3,000,000	1,800,000	0	0	600,000	600,000	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	

PARKS & RECREATION FUND

Outyear Projects (cont.):

Fallston Maintenance Shop	150,000	0	0	50,000	0	0	100,000	0
Friends Park Improvements	560,000	0	0	60,000	500,000	0	0	0
Havre de Grace Community Center Field	825,000	0	0	0	75,000	750,000	0	0
Havre de Grace Field Development	1,635,000	1,510,000	0	0	125,000	0	0	0
Heavenly Waters Park	150,000	0	0	0	0	150,000	0	0
Heavenly Waters Park - Soma	200,000	0	0	0	0	200,000	0	0
Indoor Recreation Facility - Forest Hill/Hickory	600,000	300,000	0	100,000	0	200,000	0	0
Jarrettsville Recreation Center	7,100,000	0	0	0	0	500,000	6,200,000	400,000
Joppa/Joppatowne Youth/Senior Center	800,000	0	0	0	0	0	0	800,000
Liriodendron Improvements	435,000	0	0	285,000	0	0	150,000	0
Magnolia Complex Development	2,555,000	2,055,000	0	0	0	0	500,000	0
Mariner Point Park Renovations	312,000	162,000	0	0	75,000	0	75,000	0
Michael Park Development	1,525,000	0	0	50,000	125,000	0	1,200,000	150,000
Norrisville Park	1,325,000	0	0	125,000	0	1,050,000	0	150,000
Northern Regional Park	9,650,000	0	0	0	650,000	8,500,000	500,000	0
Nuttal Avenue Park Development	750,000	450,000	0	0	0	300,000	0	0
Parks and Recreation Headquarters	400,000	0	0	250,000	0	150,000	0	0
Perryman Park Development	125,000	0	0	0	0	0	0	125,000
Prospect Mill Park	2,030,000	1,430,000	0	100,000	0	0	500,000	0
Red Pump Elementary School Facilities	2,230,000	1,600,000	0	100,000	30,000	0	0	500,000
Robert Copenhaver Park Improvements	425,000	0	0	425,000	0	0	0	0
Rutledge Park Improvements	600,000	0	0	100,000	0	0	0	500,000
Schucks Road Elementary Facilities	30,000	0	0	0	0	0	0	30,000
Schucks Road Regional Complex	17,870,415	8,110,415	0	0	110,000	0	700,000	8,950,000
Swan Harbor Farm Improvements	1,533,000	183,000	0	0	150,000	1,050,000	0	150,000
Tudor Hall Rehabilitations	600,000	400,000	0	0	100,000	0	100,000	0
Vale Road Park	1,100,000	0	0	0	0	100,000	1,000,000	0
Willoughby Beach Park Development	125,000	0	0	0	0	0	0	125,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
<u>PARKS & RECREATION FUND</u>								
<u>Open Projects:</u>								
Bush River Dredging and DMP Site	3,030,000	3,030,000	0	0	0	0	0	0
Debris-Derelict Boats	50,000	50,000	0	0	0	0	0	0
Edgeley Grove Farm - Smith Property	4,325,000	4,325,000	0	0	0	0	0	0
Facility Renovations - 05	1,110,000	1,110,000	0	0	0	0	0	0
Facility Renovations - 96	2,419,500	2,419,500	0	0	0	0	0	0
Fallston Youth/Senior Center	10,325,000	10,325,000	0	0	0	0	0	0
Fox Meadows Improvements	475,000	475,000	0	0	0	0	0	0
Friends Pond Rehabilitation	500,000	500,000	0	0	0	0	0	0
Havre de Grace DMP Site	2,795,000	2,795,000	0	0	0	0	0	0
Havre de Grace Yacht Basin Dredging	525,000	525,000	0	0	0	0	0	0
Havre de Grace Youth/Senior Center	9,143,000	9,143,000	0	0	0	0	0	0
Joppatowne Area Dredging	940,000	940,000	0	0	0	0	0	0
Norrisville Community Building	1,160,000	1,160,000	0	0	0	0	0	0
Park Improvements 05	550,000	550,000	0	0	0	0	0	0
Park Land Acquisition 05	10,295,000	10,295,000	0	0	0	0	0	0
Parking Lot Paving 03	1,390,000	1,390,000	0	0	0	0	0	0
Regional Sports Complex	4,246,000	4,246,000	0	0	0	0	0	0
Swan Harbor Farm Improvements 07	590,000	590,000	0	0	0	0	0	0
Willoughby Beach Launching Ramp	197,500	197,500	0	0	0	0	0	0
Parks & Rec Total by Project	178,772,245	91,078,245	5,919,000	9,090,000	8,690,000	21,360,000	25,660,000	16,975,000
Paygo	8,675,322	2,600,322	225,000	250,000	1,300,000	1,600,000	1,400,000	1,300,000
Future Bonds	45,460,000	0	1,250,000	5,360,000	3,050,000	10,800,000	16,400,000	8,600,000
Prior Bonds	26,861,830	26,861,830	0	0	0	0	0	0
Reappropriated	9,717,003	9,142,003	575,000	0	0	0	0	0
Recordation Tax	33,847,565	14,107,565	1,700,000	2,555,000	2,255,000	5,410,000	3,425,000	4,395,000
State	15,182,776	10,662,776	650,000	75,000	560,000	1,605,000	1,630,000	0
Program Open Space	22,007,599	17,298,599	59,000	300,000	700,000	725,000	1,600,000	1,325,000
Federal	3,568,747	2,568,747	0	0	0	1,000,000	0	0
Developer	3,360,000	2,750,000	130,000	50,000	130,000	150,000	100,000	50,000
Other	10,091,403	5,086,403	1,330,000	500,000	695,000	70,000	1,105,000	1,305,000
Parks & Rec Total by Fund	178,772,245	91,078,245	5,919,000	9,090,000	8,690,000	21,360,000	25,660,000	16,975,000
TOTAL PARKS & RECREATION CAPITAL	178,772,245	91,078,245	5,919,000	9,090,000	8,690,000	21,360,000	25,660,000	16,975,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				FY 2017
					FY 2014	FY 2015	FY 2016		

HIGHWAYS FUND

BRIDGES

FY 12 Funded Projects:

Bridge Inspection Program	3,190,000	1,190,000	50,000	550,000	70,000	600,000	80,000	650,000
Carrs Mill Road Bridge #216	1,375,000	260,000	50,000	0	1,065,000	0	0	0
Harford Creamery Road Bridge #104	980,000	680,000	300,000	0	0	0	0	0
Hess Road Bridge #82	410,000	0	300,000	0	110,000	0	0	0
Jericho Road Bridge #3	200,000	50,000	150,000	0	0	0	0	0
North Avenue/Henderson Road Bridge #215	2,607,500	2,565,000	42,500	0	0	0	0	0
Perryman Access - Mitchell Lane	1,850,000	650,000	1,200,000	0	0	0	0	0
Prospect Road Bridge #217	585,000	0	175,000	10,000	0	400,000	0	0
Robinson Mill Road Bridge #154	850,000	120,000	30,000	700,000	0	0	0	0
Ruffs Mill Road Bridge #190	2,082,000	1,582,000	90,000	10,000	0	400,000	0	0
St. Clair Bridge Road Bridge #99	1,735,000	1,435,000	300,000	0	0	0	0	0
Watervale Road Bridge #63	3,180,000	2,880,000	300,000	0	0	0	0	0

Outyear Projects:

Abingdon Road Bridge #169 over CSX	2,310,000	300,000	0	10,000	0	2,000,000	0	0
Boggs Road Bridge #66	675,000	0	0	0	175,000	20,000	0	480,000
Bridge & Road Scour Repair	1,850,000	800,000	0	200,000	200,000	200,000	200,000	250,000
Bridge Painting	770,000	20,000	0	150,000	150,000	150,000	150,000	150,000
Bridge Rehabilitation	4,000,000	2,750,000	0	250,000	250,000	250,000	250,000	250,000
Carea Road Bridge #126	580,000	0	0	0	160,000	20,000	0	400,000
Chestnut Hill Bridge #40	590,000	180,000	0	20,000	0	390,000	0	0
Deep Run Road Bridge #152	550,000	0	0	0	150,000	10,000	0	390,000
Fawn Grove Road Bridge #132	610,000	0	0	160,000	50,000	0	400,000	0
Glen Cove Road Bridge #156	540,000	120,000	0	30,000	390,000	0	0	0
Green Road Bridge #119	540,000	0	0	0	120,000	20,000	0	400,000
Green Road Bridge #122	480,000	0	0	120,000	10,000	0	350,000	0
Johnson Mill Road Bridge #45	140,000	0	0	0	0	130,000	10,000	0
Macton Road Bridge #145	705,000	175,000	0	530,000	0	0	0	0
Moores Road Bridge #78	160,000	0	0	0	0	150,000	10,000	0
New Park Road Bridge #125	540,000	0	0	140,000	10,000	0	390,000	0
Phillips Mill Road Bridge #70	700,000	200,000	0	10,000	0	490,000	0	0
Pleasantville Road Bridge #67	785,000	0	0	0	0	0	785,000	0
Scarboro Road Bridge #140	160,000	0	0	0	0	150,000	10,000	0
Snake Lane Bridge #31	660,000	175,000	0	485,000	0	0	0	0
Structural Evaluation	670,000	420,000	0	50,000	50,000	50,000	50,000	50,000
West Ring Factory Road Pedestrian Bridge	500,000	0	0	0	130,000	20,000	350,000	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017

HIGHWAYS FUND

BRIDGES

Open Projects:

Bridge Painting 97	1,378,244	1,378,244	0	0	0	0	0	0
Macton Road Bridge #144	600,000	600,000	0	0	0	0	0	0
Ryan Road Bridge #61	1,330,000	1,330,000	0	0	0	0	0	0
Southampton Road Bridge #47	5,590,000	5,590,000	0	0	0	0	0	0

Bridges Total by Project	46,457,744	25,450,244	2,987,500	3,425,000	3,090,000	5,450,000	3,035,000	3,020,000

Paygo	25,478,821	12,867,766	1,311,055	2,315,000	2,270,000	1,910,000	2,435,000	2,370,000
Future Bonds	0	0	0	0	0	0	0	0
Prior Bonds	2,100,000	2,100,000	0	0	0	0	0	0
Reappropriated	723,945	280,000	443,945	0	0	0	0	0
State	800,000	800,000	0	0	0	0	0	0
Federal	16,817,478	8,937,478	1,160,000	1,110,000	820,000	3,540,000	600,000	650,000
Other	30,000	0	30,000	0	0	0	0	0
Developer	507,500	465,000	42,500	0	0	0	0	0

Bridges Total by Fund	46,457,744	25,450,244	2,987,500	3,425,000	3,090,000	5,450,000	3,035,000	3,020,000

ROADWAYS

FY 12 Funded Projects:

Cedar Lane (MD-136 - Cedarday)	2,250,000	930,000	1,320,000	0	0	0	0	0
Drainage Improvements	2,050,000	850,000	425,000	125,000	125,000	175,000	175,000	175,000
MacPhail Road/Tollgate Road Roundabout	655,000	455,000	200,000	0	0	0	0	0
Moore's Mill Road	10,862,113	3,062,113	4,300,000	3,500,000	0	0	0	0
Road Reconstruction and Rehabilitation	12,110,000	0	500,000	1,900,000	3,900,000	2,500,000	1,655,000	1,655,000
Schucks Road Culvert Replacement	700,000	0	700,000	0	0	0	0	0
Thomas Run Road Improvements	550,000	50,000	500,000	0	0	0	0	0
Tollgate Road (W. Ring Factory Rd. to Plumtree Rd.)	5,773,439	3,043,439	100,000	2,630,000	0	0	0	0
Wheel Road (Laurel Bush to Fairway)	7,100,000	6,950,000	150,000	0	0	0	0	0

Outyear Projects:

Abingdon Road (Box Hill S. Pkwy to I-95)	200,000	0	0	0	0	150,000	50,000	0
Bata Boulevard Access Road	600,000	0	0	150,000	0	450,000	0	0
Carrs Mill Road (MD 152-Grafton Shop Rd)	1,395,000	1,195,000	0	0	0	100,000	100,000	0
Earth Road Drainage	100,000	0	0	0	50,000	50,000	0	0
Edwards Lane Culvert	720,000	0	0	0	720,000	0	0	0
MacPhail Road (Brierhill Rd - Wheel Rd)	865,000	375,000	0	0	50,000	440,000	0	0
MD 152/Oakmont/Port Lane	1,195,000	550,000	0	645,000	0	0	0	0
Singer Rd. Improvements (Beaver Dam Rd - Winters Run)	650,000	50,000	0	50,000	0	550,000	0	0
Tollgate Road - Vale Road Corridor	1,184,678	609,678	0	0	425,000	0	150,000	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017

HIGHWAYS FUND

ROADWAYS

Open Projects:

Cape Knoll Road Acceptance	150,000	150,000	0	0	0	0	0	0
Commerce Road - Private Road Construction	800,000	800,000	0	0	0	0	0	0
County Acceptance of Private Roads	610,000	610,000	0	0	0	0	0	0
Glen Elyn Culvert and Ponds Repair	392,500	392,500	0	0	0	0	0	0
Primrose Place	146,000	146,000	0	0	0	0	0	0
Prospect Mill Road (Thomas Run Road - MD 22)	75,357	75,357	0	0	0	0	0	0
Red Pump Road Roundabout	800,000	800,000	0	0	0	0	0	0
Road Reconstruction & Rehabilitation 09	4,325,000	4,325,000	0	0	0	0	0	0
Road Reconstruction & Rehabilitation 10	6,330,000	6,330,000	0	0	0	0	0	0
Road Reconstruction & Rehabilitation 11	1,600,000	1,600,000	0	0	0	0	0	0
Robinhood Road/US 40 - Titan Terrace	3,604,045	3,604,045	0	0	0	0	0	0
Schucks Road Improvements	600,000	600,000	0	0	0	0	0	0
Tollgate Road - Plumtree Road to Bel Air S. Parkway	0	0	0	0	0	0	0	0
Trimble Road Corridor Study	1,239	1,239	0	0	0	0	0	0
Trimble Road/Fort Hoyle Road Roundabout	410,000	410,000	0	0	0	0	0	0
Vale Road	1,800,000	1,800,000	0	0	0	0	0	0
Village of Scot's Fancy Starmount Lane	750,000	750,000	0	0	0	0	0	0
Wheel Road/Laurel Bush Intersection Improvements	1,468,000	1,468,000	0	0	0	0	0	0
Roadways Total by Project	72,822,371	41,982,371	8,195,000	9,000,000	5,270,000	4,415,000	2,130,000	1,830,000
Paygo	45,138,387	22,548,387	3,445,000	5,500,000	5,270,000	4,415,000	2,130,000	1,830,000
Future Bonds	7,800,000	0	4,300,000	3,500,000	0	0	0	0
Prior Bonds	5,700,000	5,700,000	0	0	0	0	0	0
Reappropriated	3,954,045	3,954,045	0	0	0	0	0	0
State	3,072,577	3,072,577	0	0	0	0	0	0
Federal	4,180,862	4,180,862	0	0	0	0	0	0
Developer	368,000	168,000	200,000	0	0	0	0	0
Other	2,608,500	2,358,500	250,000	0	0	0	0	0
Roadways Total by Fund	72,822,371	41,982,371	8,195,000	9,000,000	5,270,000	4,415,000	2,130,000	1,830,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM			
					FY 2014	FY 2015	FY 2016	FY 2017
HIGHWAYS FUND								
RESURFACING								
FY 12 Funded Projects:								
Resurfacing Roadways	43,833,945	0	4,983,945	4,800,000	6,000,000	9,350,000	9,350,000	9,350,000
Open Projects:								
Resurfacing Roadways 09	6,291,975	6,291,975	0	0	0	0	0	0
Resurfacing Roadways 10	7,706,147	7,706,147	0	0	0	0	0	0
Resurfacing Roadways 11	3,885,000	3,885,000	0	0	0	0	0	0
Tar & Chip Conversion to Hot Mix	2,745,000	2,745,000	0	0	0	0	0	0
Tar & Chip Reclamation	850,000	850,000	0	0	0	0	0	0
Resurfacing Total by Project	65,312,067	21,478,122	4,983,945	4,800,000	6,000,000	9,350,000	9,350,000	9,350,000
Paygo	59,625,092	16,641,147	4,133,945	4,800,000	6,000,000	9,350,000	9,350,000	9,350,000
Federal	520,000	520,000	0	0	0	0	0	0
Developer	200,000	0	200,000	0	0	0	0	0
Reappropriated	4,966,975	4,316,975	650,000	0	0	0	0	0
Resurfacing Total by Fund	65,312,067	21,478,122	4,983,945	4,800,000	6,000,000	9,350,000	9,350,000	9,350,000
OTHER								
FY 12 Funded Projects:								
Fleet Replacement	6,620,000	0	995,000	360,000	625,000	660,000	1,350,000	2,630,000
Guardrails	855,000	200,000	100,000	105,000	110,000	110,000	115,000	115,000
Intersection Improvements	4,422,444	1,327,444	400,000	500,000	500,000	565,000	565,000	565,000
MD 22 Corridor Study	300,000	0	300,000	0	0	0	0	0
New Roads and Storm Drains	2,545,000	1,370,000	175,000	200,000	200,000	200,000	200,000	200,000
Sidewalks and Handicapped Ramps	1,000,000	200,000	50,000	150,000	150,000	150,000	150,000	150,000
Outyear Projects:								
Culvert Rehabilitation	6,095,000	3,500,000	0	400,000	540,000	540,000	540,000	575,000
Equipment Sheds	200,000	0	0	0	0	100,000	100,000	0
Facilities Repair Program	1,432,000	832,000	0	200,000	0	200,000	0	200,000
Hickory II Improvements	4,323,503	823,503	0	0	250,000	250,000	0	3,000,000
Highways Maintenance Facility	5,250,000	0	0	0	250,000	0	5,000,000	0
Salt Dome	550,000	0	0	0	30,000	520,000	0	0
Stormdrain Rehabilitation	2,416,231	1,066,231	0	250,000	250,000	250,000	300,000	300,000
Traffic Calming & Road Safety Improvements	575,000	200,000	0	75,000	75,000	75,000	75,000	75,000
Traffic Signals	450,000	200,000	0	50,000	50,000	50,000	50,000	50,000
Whiteford Shop	200,000	0	0	200,000	0	0	0	0
Open Projects:								
Computer Equipment/Networks	1,399,022	1,399,022	0	0	0	0	0	0
Edgewood Train Station	1,710,208	1,710,208	0	0	0	0	0	0
Equipment Sheds	852	852	0	0	0	0	0	0
Fuel Dispensing System Upgrade	200,000	200,000	0	0	0	0	0	0
GPS Tracking System	153,683	153,683	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	
<u>HIGHWAYS FUND</u>									
OTHER									
Open Projects (cont.):									
Milestone Project	325,000	325,000	0	0	0	0	0	0	0
New Roads and Stormdrains 99	1,790,000	1,790,000	0	0	0	0	0	0	0
New Roads and Stormdrains 02	1,266,740	1,266,740	0	0	0	0	0	0	0
Safeguarding Business Operations	1,831,200	1,831,200	0	0	0	0	0	0	0
Security Gates for Highways Shops	75,000	75,000	0	0	0	0	0	0	0
Sidewalks	1,375,000	1,375,000	0	0	0	0	0	0	0
Traffic Calming	930,000	930,000	0	0	0	0	0	0	0
Other Total by Project	48,290,883	20,775,883	2,020,000	2,490,000	3,030,000	3,670,000	8,445,000	7,860,000	
Paygo	39,178,888	12,828,888	1,355,000	2,390,000	2,930,000	3,570,000	8,345,000	7,760,000	
Reappropriated	1,054,231	1,054,231	0	0	0	0	0	0	0
Federal	240,000	0	240,000	0	0	0	0	0	0
State	1,915,208	1,915,208	0	0	0	0	0	0	0
Developer	3,910,000	2,985,000	425,000	100,000	100,000	100,000	100,000	100,000	
Other	150,000	150,000	0	0	0	0	0	0	0
Lease Purchase	1,842,556	1,842,556	0	0	0	0	0	0	0
Other Total by Fund	48,290,883	20,775,883	2,020,000	2,490,000	3,030,000	3,670,000	8,445,000	7,860,000	
TOTAL HIGHWAYS CAPITAL	232,883,065	109,686,620	18,186,445	19,715,000	17,390,000	22,885,000	22,960,000	22,060,000	

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	

WATER & SEWER FUND

WATER PROJECTS

FY 12 Funded Projects:

700 MHz Wireless Radio System Equipment	103,000	0	103,000	0	0	0	0	0
Abingdon Maintenance Storage Protection	200,000	0	200,000	0	0	0	0	0
Abingdon WTP Expansion	76,535,000	74,535,000	2,000,000	0	0	0	0	0
City of Baltimore - Deer Creek PS & Valve Improvement	3,700,000	0	3,700,000	0	0	0	0	0
City of Baltimore Raw Water Supply	9,300,000	0	3,300,000	0	6,000,000	0	0	0
Fleet Replacement	2,830,000	0	370,000	430,000	140,000	850,000	430,000	610,000
Regional Water Supply R&A	500,000	0	500,000	0	0	0	0	0
Renewal & Replacement of Water Infrastructure	600,000	0	100,000	100,000	100,000	100,000	100,000	100,000
Tank Painting	1,925,000	0	300,000	325,000	325,000	325,000	325,000	325,000
Water Construction Unanticipated	600,000	0	300,000	300,000	0	0	0	0
Water Quality Improvements	300,000	0	300,000	0	0	0	0	0

Outyear Projects:

Havre de Grace Water Treatment Plant Upgrade	2,300,000	200,000	0	250,000	0	1,850,000	0	0
Hickory II Storage Tank and Main	500,000	0	0	0	0	0	0	500,000
Hydraulic Study	600,000	0	0	0	600,000	0	0	0
Magnolia Booster Station	700,000	200,000	0	500,000	0	0	0	0
Preston Manor Booster Station Study	200,000	0	0	0	0	200,000	0	0
Route 7 Transmission Parallel Phase I	300,000	0	0	0	0	0	300,000	0
Route 7 Water Main Parallel	400,000	0	0	0	0	400,000	0	0
Route 24 Water Transmission	2,160,000	160,000	0	0	0	0	0	2,000,000
Swan Harbor Tank	4,000,000	600,000	0	3,400,000	0	0	0	0
Trimble Road Tank and Main	4,250,000	0	0	250,000	0	0	4,000,000	0
Water System Improvements	300,000	0	0	0	0	0	300,000	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				FY 2017
					FY 2014	FY 2015	FY 2016		

WATER & SEWER FUND

WATER PROJECTS

Open Projects:

Abingdon Road Water	8,300,000	8,300,000	0	0	0	0	0	0
Backflow Prevention	200,000	200,000	0	0	0	0	0	0
Chlorine Replacement Program	720,000	720,000	0	0	0	0	0	0
Computer Equipment/Networks	1,032,973	1,032,973	0	0	0	0	0	0
Construction Unanticipated 07	200,000	200,000	0	0	0	0	0	0
Construction Unanticipated 09	100,000	100,000	0	0	0	0	0	0
Havre de Grace WTP Plant Solids Management	9,800,000	9,800,000	0	0	0	0	0	0
Information Asset Management	400,000	400,000	0	0	0	0	0	0
Milestone Project	500,000	500,000	0	0	0	0	0	0
Rt. 1 Hickory By-Pass Transmission	790,436	790,436	0	0	0	0	0	0
Safeguarding Business Operations	1,918,400	1,918,400	0	0	0	0	0	0
Site Acquisition	800,000	800,000	0	0	0	0	0	0
Tank Painting 09	325,000	325,000	0	0	0	0	0	0
Tank Painting 10	365,000	365,000	0	0	0	0	0	0
Tollgate Road Water	1,300,000	1,300,000	0	0	0	0	0	0
Water Zone Improvements	350,000	350,000	0	0	0	0	0	0
Water Total by Project	139,404,809	102,796,809	11,173,000	5,555,000	7,165,000	3,725,000	5,455,000	3,535,000
Paygo	11,325,620	3,649,797	1,690,823	1,155,000	1,165,000	1,475,000	1,155,000	1,035,000
Future Bonds	28,450,000	0	9,000,000	4,400,000	6,000,000	2,250,000	4,300,000	2,500,000
Prior Bonds	92,502,460	92,502,460	0	0	0	0	0	0
Reappropriated	1,184,717	702,540	482,177	0	0	0	0	0
State	0	0	0	0	0	0	0	0
Other	4,000,000	4,000,000	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Developer	0	0	0	0	0	0	0	0
Lease Purchase	1,942,012	1,942,012	0	0	0	0	0	0
Water Total by Fund	139,404,809	102,796,809	11,173,000	5,555,000	7,165,000	3,725,000	5,455,000	3,535,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	

WATER & SEWER FUND

SEWER PROJECTS

FY 12 Funded Projects:

Bynum Run Parallel 6 & 7	15,495,000	300,000	620,000	0	8,225,000	0	6,350,000	0
ENR Refinement at Sod Run	58,000,000	43,750,000	14,250,000	0	0	0	0	0
Harford Estates Pump Station Abandonment	5,532,100	5,032,100	130,000	370,000	0	0	0	0
Renewal & Replacement Sewer Infrastructure	1,200,000	0	200,000	200,000	200,000	200,000	200,000	200,000
Sod Run Facility Improvements	2,100,000	0	900,000	600,000	600,000	0	0	0
Sod Run WWTP - Sludge Pad Cover	750,763	0	750,763	0	0	0	0	0

Outyear Projects:

Bel Air Infiltration and Inflow	2,000,000	500,000	0	500,000	0	500,000	0	500,000
Bill Bass PS Force Main Replacement & Upgrade	800,000	0	0	0	0	800,000	0	0
Bush Creek Pump Station	30,700,000	27,400,000	0	0	3,300,000	0	0	0
Chlorine Replacement Program WWTP	3,075,000	175,000	0	450,000	0	450,000	2,000,000	0
Edgewood Interceptor Sewer Parallel	8,275,000	300,000	0	0	325,000	0	7,650,000	0
Green Ridge Pump Station Replacement	1,500,000	200,000	0	0	1,300,000	0	0	0
Harford Collector Phase 3	125,000	0	0	0	0	0	0	125,000
Infiltration and Inflow	400,000	100,000	0	100,000	0	100,000	0	100,000
Plumtree Collector Parallel Phase 2	280,000	100,000	0	0	0	0	0	180,000
Sod Run Generator	5,150,000	150,000	0	0	0	5,000,000	0	0
Town Center Drive Pump Station Replacement	1,550,000	0	0	350,000	0	0	1,200,000	0
Upper Bynum Run Infiltration and Inflow	9,400,000	3,400,000	0	2,000,000	0	2,000,000	0	2,000,000
Winters Run - Edgewood Infiltration & Inflow Removal	2,350,000	0	0	0	1,350,000	0	1,000,000	0

Open Projects:

Church Creek Pump Station Replacement	10,100,000	10,100,000	0	0	0	0	0	0
Constant Friendship Replacement Sewer	200,000	200,000	0	0	0	0	0	0
ENR at Joppatowne	5,000,000	5,000,000	0	0	0	0	0	0
Haverhill Pump Station Replacement	1,025,000	1,025,000	0	0	0	0	0	0
Infiltration and Inflow 10	100,000	100,000	0	0	0	0	0	0
Joppatowne Pump Station No. 47	4,050,000	4,050,000	0	0	0	0	0	0
Lower Bynum Run	9,640,000	9,640,000	0	0	0	0	0	0
Oaklyn Manor Sewer Phase 2	3,090,995	3,090,995	0	0	0	0	0	0
Pump Station Improvements 07	125,000	125,000	0	0	0	0	0	0
Pump Station Improvements 10	100,000	100,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	

WATER & SEWER FUND

SEWER PROJECTS

Open Projects (cont.):

Riveria Drive Pump Station Replacement	750,000	750,000	0	0	0	0	0	0
Utility Protection/Restoration	500,000	500,000	0	0	0	0	0	0
Winters Run Pump Station Outfall	1,760,000	1,760,000	0	0	0	0	0	0
Sewer Total by Project	185,123,858	117,848,095	16,850,763	4,570,000	15,300,000	9,050,000	18,400,000	3,105,000
Paygo	19,625,000	6,925,000	0	3,150,000	1,550,000	2,800,000	2,400,000	2,800,000
Future Bonds	47,590,000	0	10,045,000	1,420,000	13,750,000	6,250,000	16,000,000	125,000
Prior Bonds	58,167,042	58,167,042	0	0	0	0	0	0
Reappropriated	1,661,703	505,940	1,155,763	0	0	0	0	0
State	51,650,000	46,000,000	5,650,000	0	0	0	0	0
Federal	2,840,995	2,840,995	0	0	0	0	0	0
Other	280,000	100,000	0	0	0	0	0	180,000
Developer	3,309,118	3,309,118	0	0	0	0	0	0
Sewer Total by Fund	185,123,858	117,848,095	16,850,763	4,570,000	15,300,000	9,050,000	18,400,000	3,105,000

TOTAL WATER & SEWER CAPITAL	324,528,667	220,644,904	28,023,763	10,125,000	22,465,000	12,775,000	23,855,000	6,640,000

	TOTAL COST	PRIOR APPROP	BUDGET FY 2012	FY 2013	FIVE YEAR CAPITAL PROGRAM				
					FY 2014	FY 2015	FY 2016	FY 2017	
TOTAL APPROVED CAPITAL IMPROVEMENT PROGRAM	2,209,704,516	1,258,933,911	132,578,017	172,935,862	145,880,754	181,879,548	203,252,172	114,244,252	

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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 (\$35,000,000) to be drawn upon during Fiscal Year 2011-2012 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 2010-2011, Harford County plans to participate in over 126 individual grant programs offered through either the Federal or State governments, and expects to participate in an equal number during this fiscal year. 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.

**GRANTS
ADMINISTRATION**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Energy Efficiency and Community Block Grant (EECBG)	2,189,400	0	8/21/2012 Federal One - time	The grant provides funds to develop, promote, implement, and manage energy efficiency and conservation projects and programs within Harford County. The grant funded twelve energy efficiency activities: offsetting the salaries of two full-time positions; developing an energy efficiency education and awareness program; conducting energy audits on 22 of Harford County Government and Harford County Public Library facilities; conducting energy conservation code training; implementing an energy efficient light-retrofit program; conducting a study of the proposed energy efficient 220 South Main Street server room; constructing an energy efficient server room for 220 S. Main St based upon the study; furthering the initiatives of the Harford County Rideshare program; conducting a energy efficiency study on the building envelope of the Courthouse; installing an energy efficient HVAC system at the Harford County Public Library - Edgewood Branch; installing an energy efficient chiller at the Harford County Public Library - Fallston Branch; and installing an energy efficient 'cool' roof on the Harford County Public School - Ring Factory Elementary School.	

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
<u>DIRECTOR OF COMMUNITY SERVICES</u> Mediation	67,762	12,500	6/30/2012 State Recurring	This grant is to support the operation of a mediation center. It funds one full-time position. If grant were to end, the program would no longer exist.	None
<u>OFFICE OF DRUG CONTROL POLICY</u> Juvenile Drug Court	50,000	0	6/30/2012 State Recurring	This grant assists with the salaries of a life skills specialist, two addiction counselors and drug testing for juvenile offenders. If grant were to end, clients would be reduced to half.	None
CSAFE Violence Prevention Initiative	192,514	0	6/30/2012 State Recurring	This is a recurring grant which provides funds to enhance public safety in the Edgewood area by using community policing, after school programs, drug treatment, community mobilization and nuisance abatement. If grant ends, one addiction counselor at the Health Department would be needed to continue the program.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Alcohol and Drug Prevention Services	115,243	0	6/30/2012 State Recurring	This is a recurring grant which provides funding for the community based alcohol, tobacco and other drug prevention efforts developed by and implemented by the Office of Drug Control Policy (ODCP). Grant funds two Prevention Associate positions. If grant ends, there is not adequate funding to continue prevention efforts.	None
DUI - Subsequent Offenders Court	85,500	22,000	9/30/2012 Federal Recurring	DUI Court addresses 2nd and 3rd time offenders. If grant ends, program would no longer exist	None
Drug Treatment Court Commission Grants	265,769	0	6/30/2012 State Recurring	This grant provides drug treatment through DUI Court, Juvenile Drug Court, Adult Drug Court, Family Drug Court and Mental Health Court. If this grant were to end there would be less services for clients available.	None
Education / Enforcement Compliance Campaign (Underage Drinking)	40,000	0	6/30/2012 State Recurring	Education and enforcement of underage drinking laws.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
<u>COMMUNITY DEVELOPMENT</u> Emergency Shelter Grant	54,750	25,000	9/30/2012 Federal Recurring	This grant provides for maintenance and operating costs for emergency shelters, homeless prevention activities, and direct client services to eligible individuals and families. If grant were to end, the program would cease.	None
Home Investment Partnership (HOME)	595,118	124,135	Funding remains until all dollars are expended Federal Recurring	This grant is to develop and improve housing for eligible renters, homebuyers, and existing homeowners. Grant funds one employee in Community Services and \$45,000 of Administrative funds which are contributed to the Housing Agency for staffing costs. It provides first-time buyer program, owner-occupied and senior rehabilitation. If grant were to end, there would be no funds in the operating budget to continue this program, but projects in progress would continue to completion.	None
Community Development Block Grant (CDBG)	948,101	0	Funding remains until all dollars are expended Federal Recurring	This is a federal grant which benefits low and moderate income households, eliminates slums and blight, and meets urgent community development needs. Grant funds two full-time and one part-time positions. If grant were to end, projects in progress would continue to completion.	None
Emergency & Transitional Housing Services (ETHS) / Homeless Prevention Program (HPP)	54,266	0	6/30/2012 State Recurring	To assist homeless persons / families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters. ETHS share is \$40,432 and HPP share is \$22,600 and distributed thru Department of Social Services. If grant were to end, program would no longer exist.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Emergency Food Assistance Program (TEFAP)	20,000	0	9/30/2012 State Recurring	This is a recurring grant to supply items to food pantries. Grant currently funds one part-time position. If grant were to end, program would no longer exist.	None
Homeless Women's Crisis Shelter Home	66,944	0	6/30/2012 State Recurring	This grant pays for the salary of a case manager employed by SARC.	None
Service - Linked Housing	33,484	0	6/30/2012 State Recurring	This grant pays for the salary of a case manager employed by Inner County Outreach. If grant were to end, services would not be offered.	None
Supportive Housing Grant	483,831	0	Varies Federal Recurring	The Supportive Housing grants are a "pass through" grant for temporary and permanent housing expenses including leasing, operating costs, and supportive services. Most provide an administrative portion for Harford County. The grants are distributed to Harford Family House, Alliance and Anna's House.	None
R.S.V.P. Retired and Senior Volunteer Program	140,913	15,570	9/30/2012 Federal Recurring	Grant provides meaningful volunteer opportunities for persons 55 years of age or older, addressing priority community needs in the areas of health, environment, public safety, education, hunger, homelessness and other human needs. It provides funding for two part-time positions. If grant ended, some volunteer work would continue but support would be reduced.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Community Partnership Agreement	377,994	0	6/30/2012 State Recurring	To establish a comprehensive, integrated children and family interagency service delivery system that is community-based, family focused and culturally competent. If grant were to end the programs would not be funded.	
Rideshare	88,066	0	6/30/2012 Federal / State Recurring	Grant provides the funding of the Ridesharing / Commuter Assistance programs in the Baltimore / Washington area. The grant funds one full-time position. If grant were to end, the program would no longer exist.	None
<u>OFFICE ON AGING</u> IIIB Human Services / Ombudsman	376,891	210,577	9/30/2012 Federal Recurring	This is a recurring grant which provides a variety of services to people over 60 years of age, including care management, ombudsman, guardianship, program development, operation of senior centers, information and assistance, legal services, and in-home health services, etc. This grant partially funds 13 grant employees. If grant were to end, other sources of funding would be needed.	None
Senior Health Insurance Program (SHIP)	36,223	14,543	3/31/2012 Federal Recurring	This is a recurring grant which provides health insurance counseling, assists people with organizing medical bills, advocates with medical providers and provides information and referrals. This grant partially funds one employee. If grant were to end, there is not adequate funding to continue program. Services would be reduced.	None
Senior Medicare Patrol (SMP) (formerly CAMM)	13,439	5,861	6/30/2012 State Recurring	This grant provides partial funding for one position to educate the public regarding "Curbing Abuse in Medicare and Medicaid (CAMM)". If grant were to end, we would attempt to continue the program through volunteers.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
IIIA Area Agency Administration	76,937	21,146	9/30/2012 Federal Recurring	This is a recurring grant which funds the administrative costs of the Older American Act programs. This grant partially funds two positions. If grant were to end, the current operating budget does not contain enough to fund these services.	None
Senior Information and Assistance	15,120	0	6/30/2012 State Recurring	This is a recurring grant which provides for one-on-one information and counseling to Harford County senior citizens, their families and caregivers to help them remain independent in the community for as long as possible. This grant funds three part-time positions. If grant were to end, services would be reduced.	None
Senior Care Program	323,066	0	6/30/2012 State Recurring	This is a recurring grant which provides support for the in-home services for lower income and disabled elderly, preventing self-neglect and medical neglect. This grant partially funds three part-time positions. If grant were to end, in-home services would not be provided.	None
Senior Emergency Fund	20,000	0	Money rolls over from year to year	This grant provides for emergency needs for seniors not covered by other services. Typical expenditures include funding for medications, temporary assistance with utility bills, housing costs, and durable medical equipment. Fundraising projects and donations finance this program.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Senior Classes	5,000	5,000	Recurring	Grant provides optional educational and recreational elective classes for seniors. Fees are paid to contractual instructors based on the number of people registering for individual classes. All costs are paid by participants.	None
Group Senior Assisted Housing (SLAGHS)	7,800	0	6/30/2012 State Recurring	This grant helps to prevent self-neglect for clients who are frail, but not judged to be disabled enough for nursing home care. Grant will assist disabled individuals, age 62 and over, to pay for assisted living. Grant funds one position. If grant were to end, the program would cease due to lack of funding.	None
Medicaid Waiver Admin/Case Management	179,536	0	6/30/2012 Federal & State Recurring	This grant provides very low income, disabled senior adults a choice between assisted living care, in-home care or, finally, nursing home care to enable them to remain in the community much longer before institutionalization. Local in-kind contribution of \$74,978 allows us to obtain more Federal funding. If grant ended, seniors would be advised by Office on Aging staff about other options available to them.	None
Vulnerable Elderly Program Initiative	14,867	0	6/30/2012 State Recurring	This grant provides services through the SHIP program for one-to-one counseling for Medicare and Medigap health insurance concerns. SHIP helps seniors understand their Medicare coverage, how HMO's and other managed care systems work, plus provides information on and referral to Pharmacy Assistance and Medical Assistance programs when applicable. Advocates for seniors with health insurance related concerns, and provides presentations to senior and senior advocacy groups.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
State Ombudsman	34,382	0	6/30/2012 State Recurring	This is a recurring grant which works in conjunction with the Older Americans Act grant to help fund the Ombudsman program to investigate complaints and resolve concerns on behalf of frail elderly living in skilled nursing facilities and assisted living homes.	None
IIIC2 Home Delivered Meals	94,963	0	9/30/2012 Federal Recurring	This grant provides Meals on Wheels to homebound seniors who would otherwise be unable to afford them. This prevents malnutrition among the frail elderly who are unable to shop and cook for themselves. If grant were to end, the program would cease due to lack of funding.	None
State Nutrition	54,727	0	6/30/2012 State Recurring	This grant is used to enhance the IIIC2 Home Delivered Meal Program.	None
IIID-Health Education and Screening, Physical Fitness, Medical Management	14,573	0	9/30/2012 Federal Recurring	The purpose of this grant is to prevent disease and promote health. Citizens are given access to health risk assessments, routine health screening, physical fitness programs, health and nutrition counseling and medication management education. If grant were to end, the program would cease due to lack of funding.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
IIIE Caregivers Support	87,263	22,603	9/30/2012 Federal Recurring	The purpose of this grant is to provide supportive services to family caregivers of the elderly through the Office on Aging. Services for caregivers provided by this grant include information, assistance, respite care services, such as chores and personal care, and information for elderly grandparents raising their grandchildren. If grant were to end, service to caregivers would be greatly reduced and existing staff would have to assume extra duties.	None
IIIC 1 Congregate Nutrition	188,457	0	9/30/2012 Federal Recurring	This is a recurring grant intended to bring senior adults together in a social setting and to provide them with nutritious meals. The County provides in-kind building space. If the grant were to end, the program would end, due to lack of funding.	None
Cultural Arts Programming	4,000	2,000	6/30/2012 Cultural Arts Board Recurring	To provide cultural programming at senior centers. The County provides in-kind staff time and facility usage. If grant were to end, a reduction of programming at senior centers would occur.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Money Follows the Person (MFP)	26,363	0	6/30/2012 Federal Recurring	The MFP initiative is a federal effort targeted at moving qualified seniors who are placed in nursing homes into less restrictive environments. Seniors who are able to be adequately managed in home environments with additional support are identified and case managed through the transition between skilled nursing facilities and community placement. This grant funds two part-time positions. If the grant were to end, the program would end, due to lack of funding.	None
Affordable Care Act	9,423	0	9/30/2012 Federal Recurring	Provide outreach to Medicare beneficiaries with limited incomes; general Medicare Part D outreach and enrollment; and outreach activities aimed at preventing diseases and promoting wellness. If grant were to end, the operating budget would require an additional \$9,423 to maintain current level of service.	None
Senior Medicare Patrol (SMP) Expansion	7,500	0	9/30/2012 Federal Recurring	This grant promotes awareness of Medicare and Medicaid healthcare fraud, waste and abuse. If grant were to end, the operating budget would require an additional \$7,500 to maintain current level of service.	None
<u>HARFORD TRANSIT</u> SSTAP	526,773	356,402	6/30/2012 State Recurring	This is a recurring grant which provides transportation services to elderly persons and/or persons with disabilities in Harford County. This grant partially funds 14 existing grant and temporary employees. If grant were to end, services would be drastically reduced or eliminated.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Americans with Disabilities Act Grant (ADA)	45,102	4,510	6/30/2012 State Recurring	The County is mandated to provide ADA comparable service for all of our fixed routes. This service benefits our disabled citizens who rely on the specialized service to get to work, medical appointments and shopping. This grant continues to fund five grant employees.	None
Section 5307	1,737,052	687,574	6/30/2012 Federal & State Recurring	This is a recurring grant which provides operating assistance for both rural and urban area public transportation for Harford County. The grant partially funds continuing employment of grant employees. If grant were to end, services to the citizens would be drastically reduced or eliminated.	None
MTA Capital	260,000	65,000	6/30/2012 Federal & State Recurring	This is a recurring grant which provides capital funds to purchase vehicles, cover costs of preventative maintenance on vehicles, and other equipment. Low-cost transportation is provided on 10 public fixed routes with complimentary ADA para-transit service. Demand / response services provided for people over age 60 and persons with disabilities of all ages. If grant were to end, there is not enough current funding to cover this grant. Local funds would be required to purchase or replace vehicles.	None
Job Access/Reverse Commute	139,342	69,671	6/30/2013 Federal and State Recurring	This is a two year grant which provides transportation to employment, health care, and educational facilities, primarily for persons with disabilities but also serves low income wage earners and senior citizens. If grant were to end, service would be discontinued.	None

**GRANTS
COMMUNITY SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
New Freedom Project	167,447	83,724	6/30/2013 Federal Recurring	This two year grant is to provide door-to-door transportation services to elderly persons and / or persons with disabilities and low income in Harford County between the hours of 4 pm and 9 pm. If grant were to end, service would be discontinued.	None
Employment Express	91,369	22,842	6/30/2012 State Recurring	This grant will provide new and innovative services for the disabled community for employment and recreational purposes which would improve their quality of life. If grant were to end, service would be discontinued.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Community Right to Know FY11	5,367	0	2/28/2012 State Recurring	For Harford County LEPC, these grants will be used for activities associated with the State and local government obligations and responsibilities under the federal emergency planning and community right to know act. These activities include data management, emergency planning, training and response and compliance. In order to fulfill the duties and responsibilities of the EPCRA, the operating budget would be reduced impacting the ability to sustain standard operations.	Operating funds would need to be used, decreasing the amount of available funds for budgeted expenses.
Community Right to Know FY10	5,367	0	2/28/2011 State Recurring	For Harford County LEPC, these grants will be used for activities associated with the State and local government obligations and responsibilities under the federal emergency planning and community right to know act. These activities include data management, emergency planning, training and response and compliance. In order to fulfill the duties and responsibilities of the EPCRA, the operating budget would be reduced impacting the ability to sustain standard operations.	Operating funds would need to be used, decreasing the amount of available funds for budgeted expenses.
Emergency Management Performance Grant FY 12	150,000	0	9/30/2012 Federal One Time	This grant will be used to cover planning salaries and to cover the cost of allowable equipment, exercise and training cost. There would be an impact on the operating budget that could impact the availability of funds to sustain vital employees and equipment.	None
Exelon Nuclear Emergency Planning	15,006	0	None Other Recurring	The purpose of this funding is to help cover the salary and benefit expenses for the Emergency Planner II position at Emergency Operations. If Exelon Generation Company did not donate the funds, the salary and benefits for the Emergency Planner II would be charged to the operating budget.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Hazardous Materials Emergency Preparedness Grant Program FY 11	3,786	947	9/30/2011 Federal Unknown	Grant funds are provided to increase State and local effectiveness in safely and efficiently handling hazardous materials incidents. To enhance implementation of Emergency Planning and Community Right to Know Act of 1986 (EPCRA). The County would be responsible for placing funding in the operating budget to cover the costs associated with on site staffing support associated with the Abbottsville Simulator Training as well as the Commodity Flow Study.	None
Hazardous Materials Emergency Preparedness Grant Program FY 09 (Planning)	4,811	1,011	Unknown Federal Unknown	Grant funds are provided to increase State and local effectiveness in safely and efficiently handling hazardous materials incidents. To enhance implementation of Emergency Planning and Community Right to Know Act of 1986 (EPCRA). The County would be responsible for placing funding in the operating budget to cover the costs associated with on site staffing support associated with the Abbottsville Simulator Training as well as the Commodity Flow Study.	None
State Homeland Security Program FY 07	419,428	0	03/31/2010 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
State Homeland Security Program FY 08	656,664	0	05/31/2011 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	County will be responsible for salary & benefits expenses for Emergency Planner II in addition to maintenance and upkeep costs for equipment purchased with grant funding.
State Homeland Security Program FY 09	603,670	0	04/30/2012 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	Operating funds would need to be used decreasing the amount of available funds for budgeted expenses.
State Homeland Security Program FY 10	572,082	0	04/30/2013 State Recurring	Funding may be used in any five categories: planning, equipment, training, exercises and personnel. In addition funds from any of the above categories can be used to underwrite management and administration expenses. SHSP funded activities may include preparation If grant was not funded the operating budget for the Emergency Operations Center would be impacted and salaries for critical planning managers would not be funded. Critical equipment would not be purchased and funding might not be available for vital emergency training.	Operating funds would need to be used decreasing the amount of available funds for budgeted expenses.

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 11	500,000	0	Unknown Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 08 (CMARC)	433,500	0	03/31/2011 Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 09 (CMARC)	1,000,000	0	Unknown Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
COPS Technology Grant FY 10	750,000	0	12/15/2012 Federal One Time	The COPS Technology Grant will enhance the public safety radio system by putting radios in the hands of law enforcement that will be interoperable with the rest of the Harford County and regional systems.	None
Exelon Grant FY 11	35,000	0	12/15/2012 Federal Recurring	The Exelon Grant helps to cover the salary and benefit expenses for the Emergency Planner II position at Emergency Operations	None
Exelon Grant FY 12 (tentative)	35,000	0	12/15/2013 Federal Recurring	The Exelon Grant helps to cover the salary and benefit expenses for the Emergency Planner II position at Emergency Operations	None
Homeland Security Grant Program Citizen Corp Program FY 09	7,905	0	04/30/2012 Federal One Time	The Citizens Corp mission is to bring community and government leaders together to coordinate the involvement of community members and organizations in emergency preparedness, planning, mitigation, response and recovery. If the Citizens Corps grant was not funded program related costs would reduce the operating budget.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Homeland Security Grant Program UASI FY 09	907,588	0	05/31/2012 State One Time	Since its inception in FY 2003 the intent of the UASI program has been to enhance regional preparedness in major metropolitan areas. This program directly supports the National Priority on expanding regional collaboration. The intent is to assist participating jurisdictions in developing integrated regional systems for prevention, protection, response and recovery. The FY 2008 UASI program continues this mission by providing financial assistance to address the unique multi-discipline planning, organization, equipment, training and exercise needs.	None
Homeland Security Grant Program UASI FY 10	1,193,924	0	05/31/2013 State One Time	Since its inception in FY 2003 the intent of the UASI program has been to enhance regional preparedness in major metropolitan areas. This program directly supports the National Priority on expanding regional collaboration. The intent is to assist participating jurisdictions in developing integrated regional systems for prevention, protection, response and recovery. The FY 2008 UASI program continues this mission by providing financial assistance to address the unique multi-discipline planning, organization, equipment, training and exercise needs.	None
Homeland Security Grant Program Central Maryland Area Radio Communications Phase III Project FY 10 (CMARC)	1,450,000	0	05/31/2013 Federal One Time	These funds have been awarded for the Central Maryland Area Radio Communications Project (CMARC). The CMARC program will enhance the existing regional public safety radio system by adding 700 MHz frequencies. This will allow public safety mutual aid communications throughout the region. This equipment is extremely expensive to buy and maintain. The current capital project could not maintain the expense on its own. Harford County needs additional frequencies for its public safety radio system. Waiting to secure frequencies would not be wise as they are a finite resource.	None

**GRANTS
EMERGENCY OPERATIONS**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Interoperable Emergency Communications Grant FY 09	194,086	0	02/28/2011 Federal One Time	The FY 08 Interoperable Emergency Communications Grant Program was created to improve local, regional, statewide and national interoperable emergency communications. The operating budget will be reduced impacting the availability of funds to carry out standard operations.	None
Interoperable Emergency Communications Grant FY 10 (tentative)	194,086	0	02/28/2012 Federal One Time	The FY 08 Interoperable Emergency Communications Grant Program was created to improve local, regional, statewide and national interoperable emergency communications. The operating budget will be reduced impacting the availability of funds to carry out standard operations.	None
Maryland Institute for Emergency Medical Services Systems (MIEMSS) Emergency Medical Dispatch Grant	2,000	0.00	09/01/2011 State Recurring	The Grant will be used for mandatory Emergency Medical Dispatch Training. The County would be responsible for allotting funding in the operating budget for this mandatory training.	None

**GRANTS
ENVIRONMENTAL SERVICES**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Noxious Weed	8,000	8,000	06/30/12 State Recurring	Noxious Weed control is a joint program between Harford County and the State of Maryland created to eradicate and control Noxious Weeds in Harford County. Harford County provides the program services and the State of Maryland provides the oversight and training. This program performs noxious and invasive weed eradication at Harford County State Parks, municipal parks, and along State highway right-of-ways. This program provides technical advice to homeowners to eradicate noxious and invasive weeds.	None

**GRANTS
HOUSING**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Housing Choice Voucher	6,375,000	0	3/31/12 Continuous funding through Federal HUD Recurring	This is a recurring grant which provides for subsidized rental housing to eligible families. If grant were to end, there would not be adequate funding in the operating budget to continue this program.	None
FSS Coordinator	50,000	0	3/31/02 Federal Contract HUD Recurring	This grant provides funding for a full-time Self-Sufficiency Coordinator and a full-time Home Ownership Coordinator. Assists moving citizens from Section 8 programs to self sufficiency and homeownership. Sufficient funding does not exist in the operating budget to continue this program if grant were to end.	None
Housing Opportunities for People with AIDS (HOPWA)	204,085	0	6/30/12 Federal money HUD Recurring	This is a grant which is renewed yearly, providing funds for subsidized housing to individuals/families with specific disabilities. If grant were to end, the programs would cease due to lack of funding.	None
Rental Assistance Program (RAP)	40,000	0	06/30/12 State Recurring	This is a grant which is renewed each year, providing funds for temporary (12 months) rental subsidy to eligible families with critical housing needs. Families assisted must demonstrate ability to become self-sufficient within the 12 month period. If grant were to end, the program would be terminated due to lack of funding.	None

**GRANTS
HOUSING**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Housing Counselor HUD	42,299	5,500	6/30/12 Federal Recurring	This grant provides pre-occupancy counseling programs; homebuyer education; post-purchase, mortgage default and rent delinquency counseling, property maintenance and personal money management. Grant provides funds for supplies and training, no wages. If grant were to end, the program would be terminated due to lack of funding.	None
Homeless Prevention and Rapid Re-Housing HPRP	0	0	9/30/12 Federal One Time	This grant provides financial assistance to families at risk of homelessness or already experiencing homelessness. If grant were to end, the program would be terminated due to lack of funding.	None
Mainstream Vouchers MS5	511,308	0	6/30/12 Federal Recurring	This grant provides rental assistance to non elderly income eligible families with disabilities. Funding does not exist in the operating budget to continue this program if grant were to end.	None

**GRANTS
JUDICIAL**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
CASA - (Court Appointed Special Advocate)	107,081	30,000	06/30/12 State One Time	This grant provides the funds for a Director, the Director of Development & Community Relations and a part-time contractual Office Assistant to oversee the program and the selection of carefully trained volunteers who serve as guardians to represent the best interest of abused, neglected and dependent children in Court proceedings. If this grant were to end, the Circuit Court could not continue the program within the existing operating budget.	None
Access & Visitation Program	23,333	0	08/31/12 Federal Apply for grant each year	This grant provides access and 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. If this grant were to end there would be a reduction in service.	None
Family Court Services and Family Services Coordinator	214,383	0	06/30/12 State Apply for grant each year	This grant funds the Pro Se Program Coordinator and Assistant, Assistant to Family Services Coordinator, Domestic Violence Coordinator, services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, Family Law Scheduling Clerk, Guardian Ad Litem Program, services for the children's groups, Child Custody investigations, Parenting Coordinator Pilot Project, and some funding to assist with training and printing costs. If this grant were to end, a number of programs, services and personnel would be terminated.	The County has no obligation to fund this service after the grant ends; however, the function is essential to the Court.

**GRANTS
JUDICIAL**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Judicial / Truancy Court	42,500	0	06/30/12 State One Time	The grant provides funding for a truancy court coordinator who oversees juveniles who are truant. The Coordinator reviews cases, arranges services (behavioral, counseling, tutoring, etc) in order to comply with truancy court directives. Some funding is also available for counseling/behavioral services. If this grant were to end the coordinator position would have to be terminated as Judicial operating budget could not fund the position. There would be a reduction in services provided for counseling, etc.	None
Celebrating Families	30,000	0	06/30/12 State Juror Fund One-Time	The grant provides funding for the Celebrating Families Program in conjunction with the Dept of Social Services. Families with children in Foster Care receive counseling on issues such as nutrition, anger management, communication, substance abuse, and healthy relationships. The intent of the program is to enhance parenting skills and general life skills of parents whose children are in Foster Care. This program would be terminated as Judicial operating budget could not fund the positions of the staff and costs to operate the program.	None

**GRANTS
PARKS & RECREATION**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Anita C. Leight Estuary Center	55,000	0	9/30/2012 Federal Recurring	This grant helps to offset County funded personnel costs for a Park Naturalist and one-fourth Custodian. This is a set amount grant and does not increase with the increase cost of personnel. An additional \$5,000 in funding is anticipated to pay for supplies, travel and contractual services for research, education and professional development. If grant were to end, salaries would increase \$50,000 due to the loss of offset of grant funding.	None
Sanitation Grant	13,000	0	11/30/2012 State Recurring	This grant provides for trash collection and removal plus port-a-pot costs at launching ramps for Flying Point Park, Mariner Point Park, Otter Point and Willoughby Beach Landings and Swan Harbor Farm. If grant were to end, a request for additional funding would be made to continue these services.	None
John Archer Child Care and Camp I Can	129,965	44,038	6/30/2012 State Recurring	This activity is designed to provide a six hour per day, five days a week recreation program for mentally and physically limited youngsters in Harford County. It also provides an after school child care program for children with disabilities and is the only such child care center of its kind in the region. If grant were to end, this program would probably cease. The department could not fiscally pick-up the fiscal burden.	The County would need to assist in finding funding to continue programming for populations with special needs to meet recreational needs and child care opportunities.
Liriodendron Foundation	67,626	0	6/30/2012	This grant provides funding to cover the salary and fringe benefits of an Administrator for the Liriodendron Mansion and surrounding property which is reimbursed by the Liriodendron Foundation.	None

**GRANTS
PARKS & RECREATION**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Programming for Individuals with Disabilities	23,400	0	6/30/2012	This grant is to supplement current programming and implement new programs for Harford County citizens with disabilities. If grant were to end, new programming would develop at a much slower rate or become non-existent.	None

**GRANTS
PLANNING & ZONING**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Critical Area Management Grant	11,000	0	06/30/12 State Recurring	The County is required by law to implement the Harford County Chesapeake Bay Critical Area Management Program. Grant contributes to the salary of one or more full-time County budgeted positions and some costs for printing, postage, etc. Loss of grant would mean an increase to operating expenses due to offset to salaries.	The County is required, by law, to continue to operate the program if grant ends.
Unified Planning work Program (UPWP)	112,740	22,548	06/30/12 Federal Recurring	Grant supports the Regional Transportation Planning Process which 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. This grant offsets the salaries of County-funded personnel and occasionally helps to purchase software/equipment and training to complete associated work. Loss of grant would mean an increase to operating expenses due to loss of grant offset to salaries.	This grant supports a federally mandated program. No additional staff would be required. Salary costs would increase due to the loss of the grant offset for County funded personnel.

**GRANTS
SHERIFF'S OFFICE**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Harford County Family Safety Initiative	10,765	0	6/30/2012 State Recurring	This funding allows the Records Clerks the opportunity to work overtime to ensure that all orders are entered into MILES/NCIC within the mandated timeframe. If this grant were to end, the Sheriff's Office operating budget would be required to fund the overtime necessary to enter and serve the orders as mandated.	None
B.O.S.E. / C.S.E.A. Reimbursement	505,465	289,323	9/30/12 State Recurring	This reimbursement grant provides funding for 7 positions to concentrate efforts in serving summonses, warrants, writs for paternity, AFDC and non-AFDC child support cases. BMR offsets salary / benefits \$730,880. If this grant were to end, the Sheriff's Office operating budget would have to absorb the costs related to this position.	The County would be responsible for the salary and benefits of the seven positions assigned to BOSE.
Auto Theft Initiative	50,000	0	6/30/12 State Recurring	This grant provides salary and benefits for one additional deputy to fill the opening created when a senior deputy is assigned to the Vehicle Theft Prevention Unit. If this grant were to end, the Sheriff's Office operating budget would have to absorb the costs related to this position.	None

**GRANTS
SHERIFF'S OFFICE**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Harford County Domestic Violence Initiative S*T*O*P*	25,000	15,000	9/30/13 Federal Recurring	The problem of domestic violence continues to grow in Harford County. This grant will supply overtime funding needed for the deputies to handle the required follow-up contracts, to investigate reported cases, to provide the victim with the services and protection needed, to prepare their cases for trial and to serve protective orders. If this grant were to end, the Court Services operating budget would need to absorb all program costs.	None
FY 09 Justice Assistance Grant Program	50,150	0	9/30/12 Federal One-time	This funding will be used to purchase items supporting gap funding for Technology Enhancements for the CAC, Community Outreach Programs, and Deputy Welfare and Wellness. If this grant were to end the Sheriff's Office operating budget would need to absorb all program costs.	None
FY 10 Justice Assistance Grant Program	50,008	0	9/30/13 Federal One-time	This grant will be used to purchase and install computer mounts in agency patrol vehicles, allowing the deputy to be more efficient and improve the overall safety of the vehicle operator.	None
Harford County Sheriff's Office Badges for Baseball	18,000	0	12/31/12 State One-time	This grant allows the Sheriff's Office to assist the Boys and Girls Club of Harford County to help disadvantaged youth find a path to success that includes teaching critical life lessons, character development, team sports, and a healthy lifestyle through baseball and softball themed programs. If this grant were to end the Sheriff's Office would not be able to participate in this program.	None

**GRANTS
SHERIFF'S OFFICE**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	COUNTY'S OBLIGATION WHEN GRANT ENDS
Harford County Sheriff's Office North East CTSP (Smooth Operator and Operation SAVED)	20,000	0	9/30/12 State Recurring	This grant provides funding for patrol officers to work overtime to proactively seek out impaired motor vehicle operators. In addition, the HCSO will be using the overtime funds to conduct aggressive driver saturation patrols and sobriety checkpoints. If this grant were to end the HCSO would have to fund this program from their existing budget, or suspend until funds became available.	None
Replacement Body Armor	15,132	15,132	6/31/11 State One-time	The Harford County Detention Center's Replacement Body Armor project provides increased safety for the agency's deputies. Manufacturer's specifications require that bulletproof vests and body armor need to be replaced every five years in order to ensure the wearer's safety. The project provides replacement body armor for deputies whose vests expire in FY 11. This grant will fund replacement of 78 vests and 9 new vests for recruits.	

**GRANTS
STATE'S ATTORNEY**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	OBLIGATION WHEN GRANT ENDS
Cooperative Reimbursement Act Grant (Family Support Division)	1,111,347	404,559	09/10/11 Federal Recurring	To support the Department of Human Resources - Department of Social Services Child Support Program efforts in establishing and collecting child support by providing legal representation through the court system. This grant has been renewed for 34 years with the total cost of \$ 1,111,347 to run the division. This exceeds the States Attorney's Office operating budget after personnel costs and could not be absorbed by the State's Attorney's Office.	If the grant were to end, the State's Attorney's Office must still provide legal representation for support cases.
Child Advocacy Center Training and Equipment	10,000	0	12/31/11 Federal Recurring	Purpose of this grant is to fund specialized training, equipment and services to improve upon investigation and prosecution of child sexual abuse and assault cases. The State's Attorney could not fund the Child Advocacy Center training and equipment items out of its current budget if grant were to end.	None
Domestic Violence Legal Assistant	64,982	32,000	9/30/2011 Federal One-Time	This grant funds a victim advocate / legal assistant position to improve upon investigation and prosecution of felony and serious misdemeanor domestic violence cases. This individual works with domestic violence victims providing court accompaniment and referrals to available services, as well as interviewing the involved parties and preparing the cases for court. The grant is in its fourth year of funding and cannot be renewed through this source beyond 9/30/2011.	None
Complex Case Initiative	56,646	10,726	9/30/2011 Federal One Time	This grant funds an experienced paralegal dedicated to the intensive preparation and case management of complex cases in our District Court Division, whose size and complexity dictate the need for special resources. The CCI paralegal as a single point of contract allows for in-depth case preparation and limits the need for repeat court appearances, which in turn better serve the public. The grant is a one-time Bureau of Justice Assistance money and cannot be renewed through this source beyond 9/30/11.	None

**GRANTS
STATE'S ATTORNEY**

TITLE OF GRANT	TOTAL GRANT	COUNTY MATCH	EXPIRATION DATE	IMPACT ON FY 2012 IF GRANT ENDS	OBLIGATION WHEN GRANT ENDS
Child Advocacy Center Program Improvement	49,070	0	12/31/2011 Federal One-time	This grant is to fund specialized training and a contractual therapist to work with families involved with child sexual abuse and assault cases. This grant is a one-time grant through the National Child Advocacy Center. The State's Attorney's Office does not have a budget to fund contractual therapy services and would have to request an increase in operating funds to continue to pay for this service after the grant expires.	None
Evidence Gathering	12,500	0	9/30/2011 Federal	This grant is to fund the purchase of Logicube CellIDEK system to capture data from all brands of cell phones and perform forensic extraction of that data. The grant also provides for training and certification to use the system, improving the ability to investigate crimes and present evidence in court.	
TOTAL GRANTS BUDGET	12,009,818	2,649,442			

**SELF INSURANCE FUND
FISCAL YEAR 2012**

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 2010 which covers the general liability, automotive liability, property damage, and workers' compensation exposures. As of June 1988, the State of Maryland Workers' Compensation Commission has required Harford County to maintain a reserve of \$750,000 for self-insured workers' compensation claims.

**Self-Insurance Fund
Statement of Estimated Reserved Retained Earnings**

Total Net Assets as of June 30, 2010		8,507,169
Revenues from Agencies and Reimbursements	2,712,443	
Interest Income	25,000	
Insurance Recovery	125,000	
Total Estimated Revenues	<u>2,862,443</u>	2,862,443
Expenses for Claims, Excess Coverages, Claims Management and Other Expenditures	<u>(4,705,000)</u>	<u>(4,705,000)</u>
Total Estimated Expenditures		
Estimated Reserved Retained Earnings - June 30, 2011		<u>6,664,612</u>
Fiscal Year 2011 - 2012		
Estimated Revenues:		
Revenues from Agencies and Reimbursements	2,555,191	
Interest Income	41,184	
Insurance Recovery	300,000	
Total Estimated Revenues	<u>2,896,375</u>	2,896,375
Estimated Expenditures:		
Claims and Expenditures	<u>(4,690,844)</u>	<u>(4,690,844)</u>
Total Estimated Expenditures		
Estimated Reserved Retained Earnings - June 30, 2012		<u>4,870,143</u>

**VOLUNTEER FIREMEN'S PENSION TRUST (LOSAP) FUND
LOSAP - LENGTH OF SERVICE AWARD PROGRAM
FISCAL YEAR 2012**

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. As of September 30, 2009, this fund had an unfunded actuarial accrued liability of \$13,030,033. The most current actuarial report was completed as of September 30, 2009. As of June 30, 2010, the market value of investments in the Pension Fund was \$13,232,671. The County has earned 7.12% yield on the investments placed with an independent investment manager for the period November 30, 1994 through December 31, 2007. 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. In February 2003, the pension plan retained an investment manager for fixed income funds and a separate investment manager for equity funds.

**Volunteer Firemen's Pension Trust (LOSAP) Fund
Statement of Estimated Net Assets**

Net Assets Held In Trust for Pension Benefits - June 30, 2010	13,589,863
Estimated Revenues:	
County Contributions	1,670,207
Investment Income	<u>800,000</u>
Total Estimated Revenues	2,470,207
Estimated Expenses:	
Pension Payments	(1,500,000)
Actuarial & Investment Services	(150,000)
Death Benefits	<u>(50,000)</u>
Total Estimated Expenditures	<u>(1,700,000)</u>
Estimated Net Assets Held In Trust for Pension Benefits - June 30, 2011	<u>14,360,070</u>

Fiscal Year 2011-2012

Estimated Revenues:	
County Contributions	2,026,627
Investment Income	<u>800,000</u>
Total Estimated Revenues	2,826,627
Estimated Expenditures:	
Pension Payments	(1,500,000)
Actuarial & Investment Services	(150,000)
Death Benefits	(50,000)
Unfunded Liability	<u>(1,126,627)</u>
Total Estimated Expenditures	<u>(2,826,627)</u>
Estimated Net Assets Held In Trust for Pension Benefits - June 30, 2012	<u>14,360,070</u>

**SHERIFF'S OFFICE PENSION PLAN
FISCAL YEAR 2012**

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. As of July 1, 2010, the fund had an unfunded actuarial accrued liability of \$15,277,721. As of June 30, 2010 the market value of the investments in the Pension Fund was \$28,767,843. The most current actuarial valuation was completed July 1, 2010. The County has earned a 6.49% yield on its investments placed with an independent investment manager since December 31, 1998.

**Sheriff's Office Pension Plan
Statement of Estimated Net Assets**

Net Assets Held In Trust for Pension Benefits June 30, 2010	29,087,887

Estimated Revenues:

Employee Contributions	475,000	
County Contributions	2,140,299	
Investment Income	20,000	
Total Estimated Revenues		2,635,299

Estimated Expenses:

Actuarial & Investment Services	(300,000)	
Medical & Legal Services	(5,000)	
Pension Payout	(2,125,000)	
Total Estimated Expenses		(2,430,000)

Estimated Net Assets Held In Trust for Pension Benefits June 30, 2011	29,293,186

Fiscal Year 2011-2012

Estimated Revenues:

Investment Income	800,000	
Employee Contributions	460,000	
County Contributions	2,258,322	
Total Estimated Revenues		3,518,322

Estimated Expenditures:

Actuarial & Investment Services	(300,000)	
Medical & Legal Services	(5,000)	
Pension Payout	(2,500,000)	
Unfunded Liability Contribution	(713,322)	
Total Estimated Expenditures		(3,518,322)

Estimated Net Assets Held In Trust for Pension Benefits June 30, 2012	29,293,186

**HARFORD COUNTY OTHER POST EMPLOYMENT BENEFIT PLAN
FISCAL YEAR 2012**

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. The most current actuarial valuation was completed February 11, 2011 for period ending June 30, 2011.

**Other Post Employment Benefits Plan Trust Fund
Statement of Estimated Net Assets**

Net Assets Held In Trust for OPEB		
June 30, 2010		30,551,063
Estimated Revenues:		
County Contributions	<u>12,623,000</u>	
Total Estimated Revenues		12,623,000
Estimated Expenses:		
OPEB Benefits	<u>(4,000,000)</u>	
Total Estimated Expenses		<u>(4,000,000)</u>
Estimated Net Assets Held In Trust for OPEB		
June 30, 2011		<u><u>39,174,063</u></u>

Fiscal Year 2011-2012

Estimated Revenues:		
Investment Income	80,000	
OPEB Retiree Payment	650,000	
County Contributions	<u>13,948,000</u>	
Total Estimated Revenues		14,678,000
Estimated Expenditures:		
Life Insurance Payments	(60,000)	
Health Insurance Payments	(4,500,000)	
Unfunded Liability Contribution	<u>(10,118,000)</u>	
Total Estimated Expenditures		<u>(14,678,000)</u>
Estimated Net Assets Held In Trust for OPEB		
June 30, 2012		<u><u>39,174,063</u></u>

**STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE
FLEET MANAGEMENT - INTERNAL SERVICE
FISCAL YEAR 2012**

Purpose	Fleet Management Internal Service Fund	
The Fleet Management Internal Service Fund will cease to exist as of June 30, 2010. Assets will be transferred to the respective funds. Purchase of new assets will be made through designated Capital Projects in each fund.	<u>Total Fund Balance at June 30, 2010</u>	1,032,314
	Estimated Revenues:	
	Investment Income	4,000
	Fleet Lease Revenue	2,330,000
	Reappropriated Lease Bond Proceeds	<u>1,300,000</u>
	Total Estimated Revenues	3,634,000
	Estimated Expenditures:	
	Vehicle Maintenance	(25,000)
	Depreciation	(800,000)
	Lease Principal	(1,522,948)
	Lease Interest	<u>(166,939)</u>
	Total Estimated Expenditures	(2,514,887)
	Transfer to other Funds	<u>(2,151,427)</u>
	Total Estimated Fund Balance at June 30, 2011	<u><u>0</u></u>

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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 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 a 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

GLOSSARY

backed by full faith, credit, and taxing power of the government. Bonds involve long term indebtedness to pay for capital projects.

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.

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 TAX 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 revenue 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 businesses, organizations, or 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 only 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

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 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 STATEMENT

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.

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.

GLOSSARY

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

A pledge of a government's taxing power to repay debt obligation.

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

Undesignated and unencumbered 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 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 government 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 pre-

dominantly 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.

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

GLOSSARY

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.

NONDEPARTMENTAL ACCOUNT

Expenditure items essential to County Government operation not falling within the functional assignment of any department or agency or 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 pro-

grams 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 of an organization, excluding salaries, wages, benefits, and capital outlay. Examples: office supplies and utilities.

OPERATING REVENUES

Funds that the government receives as income to pay for ongoing 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 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 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 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 \$500,000 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 EARNINGS

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.

UNAPPROPRIATED 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 unappropriated or not designated for future year's expenditures.

UNRESERVED FUND BALANCE

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

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. The 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

FY

Fiscal Year

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

DEED

Department of Economic and Employment Development

HVAC

Heating, Ventilation, and Air Conditioning

DILP

Department of Inspections, Licenses and Permits

DNR

Department of Natural Resources

ECHO

Ecumenical Community of Harford County

EIS

Emergency Information System

EMS

Emergency Medical Service

ENR

Enhanced Nitrogen Removal

EPA

Environmental Protection Agency

FAMIS

Financial Accounting Management Information System

FTE

Full-Time Equivalent

MTA

Mass Transit Authority

GLOSSARY

GAAP

Generally Accepted Accounting Principles

GASB

Governmental Accounting Standards Board

GBC

Greater Baltimore Committee

GFOA

Government Finance Officers Association

GIS

Geographic Information System

G.O. BONDS

General Obligation Bonds

HAZMAT

Hazardous Materials

HEAT CENTER

Higher Education Applied Technology Center

HCN

Harford Cable Network

HICS

Harford Interfaith Community Service

SRPIC (PIC)

Susquehanna Region Private Industry Council

HWDC

Harford Waste Disposal Center

W&S

Water and Sewer

WTE

Waste-to-Energy

WTP

Water Treatment Plant

WWTP

Wastewater Treatment Plant

ISA

Information System Administration

LAN

Local Area Network

LEPC

Local Emergency Planning Committee

LF

Linear Feet

MACO

Maryland Association of Counties

MARC

Maryland Rail Commuter

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

OSHA

Occupational Safety Hazard Association

PAYGO

"Pay As You Go" Financing

POS

Program Open Space

GLOSSARY

SSTAP

Statewide Special Transportation
Assistance Program

STOP

Safety Training Observation Program

VFC

Volunteer Fire Companies

MIS

Management Information Systems

SARA

Superfund Amendment Reauthorization
Act



Susquehanna River

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