

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

Harford County, Maryland

APPROVED Annual Operating Budget

Fiscal Year 2014 - 2015



**David R. Craig
County Executive**

HARFORD COUNTY, MARYLAND
APPROVED ANNUAL OPERATING BUDGET
FISCAL YEAR 2014-2015

DAVID R. CRAIG, COUNTY EXECUTIVE

Mary F. Chance
Director of Administration

Kim Spence
Chief, Budget & Management Research

Renee Kelley
Senior Budget Analyst

Wanda J. Butrim
Senior Budget Analyst

William T. Watson, III
Senior Budget Analyst

Christen Callon
Management Assistant

Brenda Peisinger
Grants Administrator

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, 2015

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.

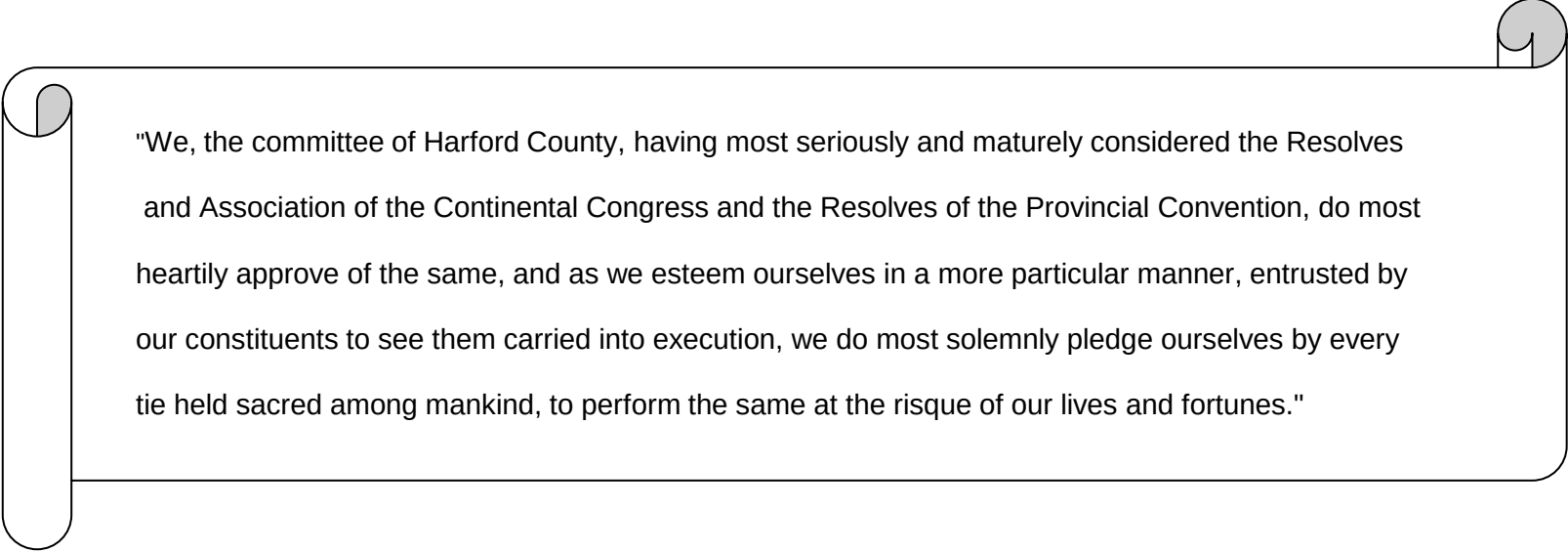
The motto "At the Risque of Our Lives and Fortunes" comprises the last eight words of the Bush Resolution and preserves the same spelling for "risk" as used in that document.

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."

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**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, 2012.

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. 11-14

Legislative Session Day 14-12 (April 15, 2014)
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(o) 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, 2014, and ending on the 30th day of June, 2015, and to fix the rate of County taxation for such taxable property and year.

Section 1. BE IT RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2014, and ending on the 30th day of June, 2015, 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(o) 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 Eighty Nine and Thirty Seven Tenths Cents (\$0.8937) 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, 2014, and ending on the 30th day of June, 2015, 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(o) 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 Fourteen and Eighty Three Tenths Cents (\$0.1483) 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, 2014, and ending on the 30th day of June, 2015, 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(o) 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-Three and Forty Two Tenths Cents (\$2.2342) 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, 2014, and ending on the 30th day of June, 2015, 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(o) 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-Seven and Seven Tenths Cents (\$0.3707) 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, 2014.

Attest:



Pamela Meister
Council Administrator



Billy Boniface
President of the Council

ADOPTED: This 27th day of May 2014.

**HARFORD COUNTY, MARYLAND
ANNUAL OPERATING BUDGET
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~Preserving Harford's past; promoting Harford's future~

A MESSAGE FROM COUNTY EXECUTIVE, DAVID R. CRAIG

The Fiscal Year 2015 Operating and Capital Budget for Harford County represents the ninth and final budget of my term as County Executive. The economy continues to improve nationally and statewide, albeit at a very slow pace. As a result, the FY 2015 budget exercises conservative budgeting and sustainability while still honoring our commitments to education and public safety.

We have cut both the operating and capital budgets – cuts in real dollar terms, not merely cuts in the rates of increase. Although the General Fund budget shrinks, funding for the Board of Education, the Sheriff's Office, and the Humane Society increase. Appropriations for the Volunteer Fire Service and Harford Community College remain flat, while there are decreases in funding for Pay-as-you-go projects, debt service, and in a number of county departments including the Office of the County Executive.

In March 2014, I was pleased to announce that Harford County Government earned the highest bond rating possible from all three major bond rating agencies. This is more than just an acknowledgement of our conservative fiscal policies and sound financial management. These top quality credit ratings keep our borrowing costs at the lowest possible levels, resulting in significant savings for the taxpaying citizens and businesses of Harford County.

On the revenue side of the General Fund, property tax and income tax revenues increase only slightly, and we will be appropriating significantly less from Fund Balance to the General Fund this year.

Notable aspects of the FY 2015 budget include:

- A reduction in the size of the total budget (All Funds) by \$79.7 million (9.8%);
- A reduction in the General Fund budget by \$8.4 million (1.7%)
- No increase in taxes;
- A slight increase in General Fund revenues from property taxes (.6%) and income taxes (4.3%);
- Revenue from General Fund Appropriated Fund Balance down from \$22 million last year to \$2.3 million;
- No wage or salary enhancement for employees of county government, the Sheriff's Office, or the Public Library;
- An increase in funding for the Sheriff's Office of \$162,611; and,
- An increase in funding for the Board of Education of Harford County of \$2,366,573, This includes an additional \$1,900,000 for Instructional Salaries to mitigate a reduction in the state's contribution, and an additional \$466,573 for a state-mandated increase in the county's contribution for teacher pensions.



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

Perhaps no document conveys the priorities of a government or an administration more so than a budget, and Harford's budget demonstrates our strong commitment to education and public safety, which account for 76 cents of every General Fund dollar. Funding for the Board of Education of Harford County's operating, debt service, and Paygo projects represents 52% of the county's General Fund budget, which is a larger proportion than when I took office and higher than the statewide average.

Public Safety represents 20% of the General Fund, while Higher Education and Libraries account for 4% and 3% respectively. General Government Services represent 11% , with other miscellaneous expenditures making up the remaining 10%.

On the capital budget side, after an aggressive capital program focused on improving our education and public safety infrastructure during my first eight years as County Executive, we have been able to scale back our program for FY 15. As a result, the capital budget is 38% smaller than in FY 14.

This budget, like the eight that I have submitted previously as County Executive, allows county government to deliver the vital services that our citizens and businesses deserve and expect, while staying within our means and being good stewards of the resources that our taxpayers provide.

In closing, I wish to thank the employees of Harford County Government and our affiliated agencies. During my time in office, we have worked together to improve services and provide the amenities that our citizens expect, while streamlining government operations and remaining fiscally responsible. I am proud of what we have accomplished so far, and our work will continue right up through my last day in office.

Respectfully submitted,

David R. Craig
Harford County Executive

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 2015 Budget. It describes issues used to formulate the Fiscal Year 2015 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 2015 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 2014 is listed in this section.

Benefits

This section provides a list of funds appropriated for Fiscal Year 2015 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 2015 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 2015 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 Proposed Capital Budget and Capital Improvement Program Fiscal Year 2014 – 2015*.

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 2015, 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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

- 1777 Havre de Grace was burned by the British in the War of Independence.
- 1780 The Town of Bel Air was laid out by Aquilla Scott on land he inherited called Scott's Improvement Enlarged, also known as Scott's Old Fields.
- 1782 The County Seat was moved to Bel Air, and plans were made for the Bel Air Courthouse.
- 1784 The Act of 1784 changed the name of Scott's Improvement Enlarged to "Belle Aire" (current day Bel Air).
- 1785 Havre de Grace was incorporated.
- 1813 On May 3rd, the town of Havre de Grace was plundered and burned by the British during the War of 1812.
- 1917 Aberdeen Proving Ground and Edgewood Arsenal were established.
- 1964 The County Coat of Arms was designed by George Van Bibber and adopted by the County Commissioners on September 28, 1964.
- 1972 Harford County Charter Government began. The Harford County Charter was adopted by the eligible voters on November 7, 1972, and became effective December 7, 1972.

THE BUSH DECLARATION

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

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

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

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

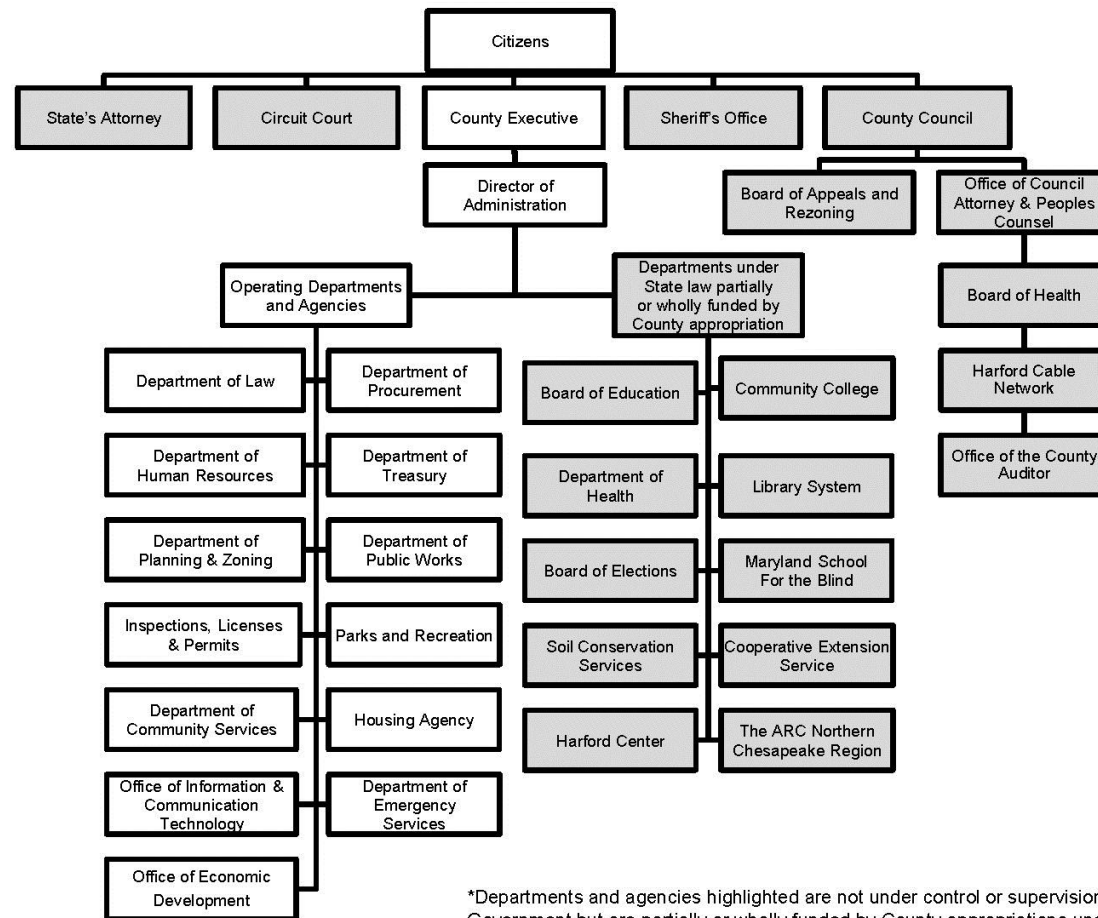
The following page depicts an overall organization chart for the County.

THE HARFORD COUNTY SEAL



AN OVERVIEW OF HARFORD COUNTY, MARYLAND

HARFORD COUNTY GOVERNMENT ORGANIZATION CHART



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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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.

AGENCIES OF THE EXECUTIVE BRANCH

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

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

PUBLIC SAFETY

SHERIFF'S OFFICE

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

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

VOLUNTEER FIRE COMPANIES

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

STATE'S ATTORNEY'S OFFICE

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

JUDICIAL

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

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

Maryland Circuit Courts were established by the State Constitution of 1851, Article IV, Sections 8 and 9; they are grouped into eight geographical circuits. The first seven each contain two or more counties; the eighth consists of Baltimore City. The Third Judicial Circuit covers Baltimore and Harford Counties with seventeen Judges and five Judges, respectively. Circuit Court Judges are appointed by the Governor and then must stand for election in the first general election that occurs at least one year following the vacancy the judge was appointed to fill. The Judge may be opposed formally by one or more qualified members of the bar, with the successful candidate being elected to a fifteen year term. Circuit Courts are the highest common law and equity courts of record exercising original jurisdiction within Maryland. Each has full common law and equity powers and jurisdiction in all civil and criminal cases within its county. All the additional powers and jurisdiction conferred by the Maryland Constitution and by law, except where jurisdiction has been limited or conferred exclusively upon another tribunal by law (Code Courts & Judicial Proceedings Article, sec. 1-501). The Circuit Courts are

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

trial courts of general jurisdiction. Their jurisdiction is very broad but generally covers major civil cases and more serious criminal matters. Circuit Courts also may decide appeals from the District Court of Maryland and certain administrative agencies, as well as hearing domestic violence cases. Cases may involve juries or sometimes are heard by a judge only.

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

OUTSIDE AGENCIES

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

BOARD OF EDUCATION AND PUBLIC SCHOOLS

The Harford County Board of Education was established under the Education Article of the Annotated Code of Maryland to have perpetual existence and be a body politic and corporate of the State of Maryland. It is empowered and required to maintain a reasonably uniform system of public schools designed to provide quality education and equal educational opportunities for all youth. Per Senate Bill 629, effective July 1, 2009, the Board of Education was changed from a fully appointed Board to an elected-appointed Board consisting of six elected members and three members appointed by the Governor of the State of Maryland for four-year terms to be phased in over a period of time. There is also a student representative to the Board who serves a one-year term while a high school senior. This student is elected by the Harford County Regional Association of Student Councils. The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of fifty-three schools, thirty-two elementary, nine middle, nine comprehensive high, one technical high, a special education school serving students with disabilities, and an Alternative Education Program. A Science and Mathematics Academy magnet program opened in the fall of 2004 and funding was included in the Fiscal Year 2011 Approved Budget to institute an Agricultural Magnet Program at North Harford High School. There is a 245 acre Harford Glen Outdoor Education Center.

THE PUBLIC LIBRARY SYSTEM

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

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

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

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

HARFORD COMMUNITY COLLEGE

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

THE HIGHER EDUCATION AND CONFERENCE CENTER AT HEAT

The Higher Education & Conference Center at *HEAT (Higher Education and Applied Technology Center)*, located in Aberdeen, Maryland, at the juncture of Interstate 95 and Rt. 22, provides expanded higher education access to the citizens of northeastern Maryland. Baccalaureate and graduate programs are offered by colleges and universities in support of the educational needs of the region.

Harford Community College coordinates the academic programs and maintains the facility. Partnering institutions provide the faculty and establish the requirements of their individual programs. Each institution sets its own tuition rate. Students enroll directly with the partnering institutions that collect all tuition and fees and confer all degrees.

The Center is the official satellite in Harford County for degree programs by Johns Hopkins University, The College of Notre Dame, Towson University, The University of Maryland, College Park, Morgan State University, University of Maryland University College, and the University of Phoenix.

Training is offered at the Higher Education and Conference Center for businesses, industries, and local governments through the Continuing Education and Training Division at Harford Community College.

THE HARFORD CENTER

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

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

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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.

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 - 244,826

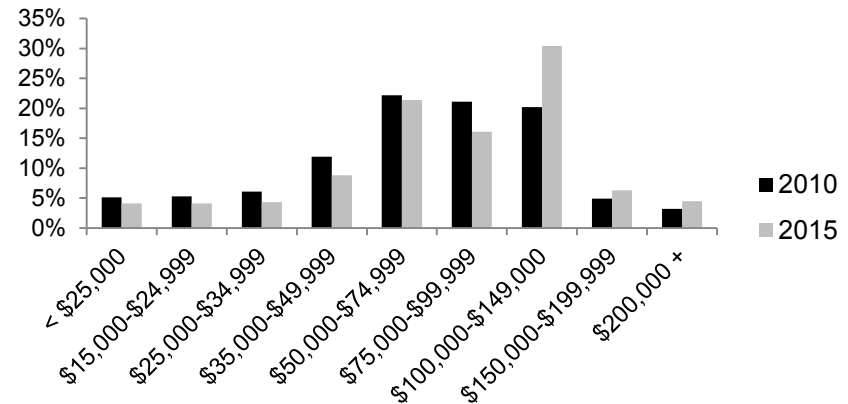
2020 – (projection) 264,850

Average Household Income 2010-2012: \$92,057

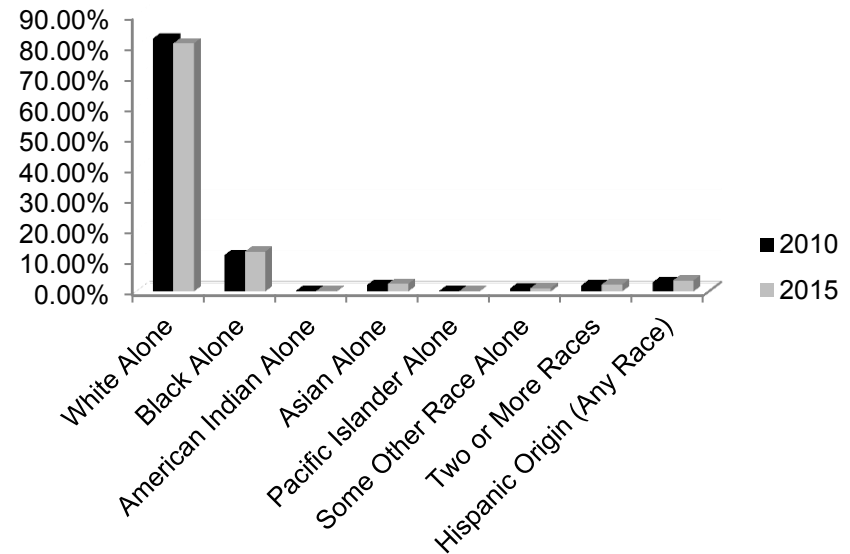
Number of Households in 2010: 91,905

Projected number of Households in 2015: 94,711

Households by Income*



Race and Ethnicity*



POPULATION BY AGE

(SOURCE: WWW.HARFORDBUSINESS.ORG)

2010:

Under 5:	14,982	6.1%
5 – 19:	51,694	21.1%
20 – 44:	76,162	31.1%
45 - 64:	71,424	29.2%
65 and over:	30,564	12.5%

SOURCE: WWW.HARFORDBUSINESS.ORG

*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 March 11, 2014 for a \$40,000,000 General Obligation bond sale. 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 AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement of March 11, 2014.

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 09	FY 10	FY 12	FY 13	FY 14
Standard & Poor's	AAA	AA+	AA+	AA+	AA+	AAA
Fitch	AAA	AA+	AAA	AAA	AAA	AAA
Moody's Investor Service	Aaa	Aa1	Aaa	Aaa	Aaa	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%	1,698,424,834
Total Debt Applicable to the Legal Debt Limit	25.58%	432,257,230
Legal Debt Margin	74.42%	\$1,266,167,604

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	432,257,230
Estimated Self Sustaining Debt	197,613,313
Total Bonded Debt	<u>\$629,870,543</u>

ASSESSABLE BASE

Total Estimated Taxable Value	\$26,743,799,315

MAJOR EMPLOYERS* (2013)

(SOURCE: WWW.HARFORDBUSINESS.ORG)

Aberdeen Proving Ground.....	16,221
Upper Chesapeake Health System.....	3,129
Rite Aid Mid-Atlantic Customer Support Center.....	1,167
Kohls.....	1,165
Harford Community College.....	999
Walmart.....	900
Jacobs Technology.....	865
Kleins ShopRite of MD.....	800
Home Depot.....	500
Target.....	500

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

Maryland Unemployment Rate as of June, 2014 – 6%

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

Principal Taxpayers

(SOURCE: HARFORD COUNTY, MD COMPREHENSIVE ANNUAL FINANCIAL REPORT, FISCAL YEAR ENDED JUNE 30, 2013.)

Taxpayer	County Taxes	% of Total Assessed Valuation
Baltimore Gas & Electric Company	\$8,474,983	1.22%
Exelon Generation Company	\$2,114,738	0.30%
Verizon – Maryland	\$1,639,368	0.24%
PEPCO Energy Power Company	\$1,298,983	0.18%
Constellation Power Source Generation, Inc.	\$1,269,561	0.18%
MCI Communication Services	\$1,098,741	0.16%
Harford Mall Business Trust	\$666,134	0.11%
Comcast of Harford County LLC	\$594,097	0.09%
Festival at Bel Air LLC	\$616,752	0.09%
Wells Fargo Northwest	\$441,824	0.06%
Totals:	\$18,215,181	2.64%

EDUCATION

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

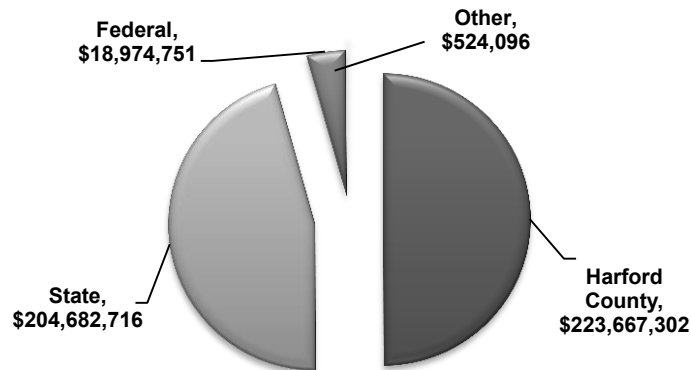
HARFORD COUNTY PUBLIC SCHOOLS

(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 14 – 37,842**

**FY 15 Harford County Public Schools
Funding Sources**

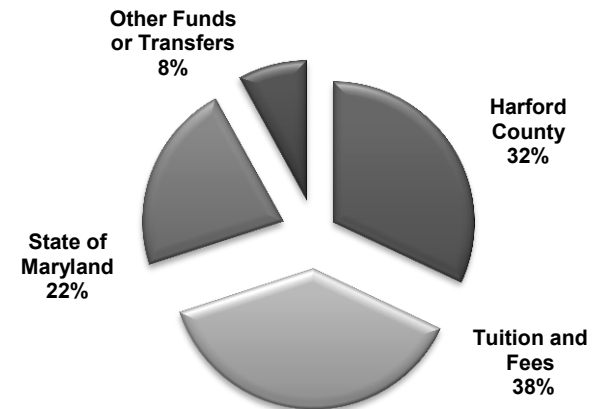


HARFORD COMMUNITY COLLEGE (FY 2013)

(SOURCE: WWW.HARFORD.EDU)

Full Time Equivalent Enrollment.....	4,187
Number of Students:	
Full Time Students	2,602
Part Time Students.....	4,437
Average Age.....	25.3
Associate Degree Seeking	6,036
Certificate Seeking	245
Non Degree Seeking	758

**Harford Community College
Funding Sources
FY 2013**



AN OVERVIEW OF HARFORD COUNTY, MARYLAND

PUBLIC SAFETY

SHERIFF

Number of Law Enforcement Officers - 287
Number of Community Policing Programs - 139
Number of Neighborhood Watch Programs - 33
Number of Police Responses – 137,801
Number of Emergency Apparatus - 380
Number of Facilities - 18

FIRE/EMERGENCY MEDICAL SERVICES

Number of Fire & Medical Calls Dispatched – 26,195
Number of Non-Emergency Calls Received – 135,051
Number of 911 Calls – 99,555
Number of Calls Dispatched to Harford County Sheriff's Office – 138,046
Emergency Operations Center Activations/Exercises – 30
Number of Emergency Apparatus – 221
Number Stations:
 Main Stations – 12
 Sub-Stations – 16

PUBLIC WORKS

Highways:

Miles of streets maintained by the County
 Blacktop – 665.8
 Tar & Chip – 344.7
 Earth – 46.6

Number of Streetlights – 5,402

Number of Snow Routes – 75

Number of Bridges – 223

Water & Sewer

Daily average water production in gallons – approx. 12,073,000

Daily average effluent treatment in gallons – approx. 12,073,000

Solid Waste Services:

Tons of recycled materials collected annually – 127,856
(calendar year 2013)

Tons of solid waste processed annually – 233,840 (includes
HWDC Landfill, and WTE Plant) (FY 2013)

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

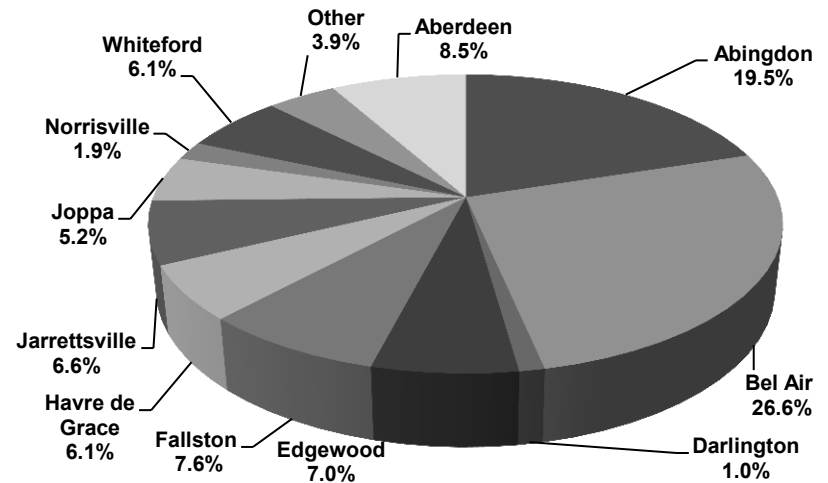
LIBRARIES

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

FY 13 Statistics:

Number of Branches – 11 service outlets
Circulation – 4,110,684
eBook Circulation – 152,372
Virtual Visits to Library – 10,536,127
Public Access Computers – 351
Volunteer Hours – 31,086

Circulation by Branch



PERMITS & INSPECTIONS

Permits Issued* – 18,293
New Residential Permits Issued – 575
Total Inspections Completed – 41,662
(*Includes building, electrical, plumbing, mechanical)

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 July, 2014 the County has acquired 47,825 acres of farmland through County and State Agricultural Preservation along with donated easements. There are four Farmers' Markets throughout the County with over 75 vendors, attracting in excess of 1,500 customers weekly. Direct market 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%

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

RECREATION

Volunteer Recreation Councils – 22
Number of Parks and Recreation Volunteers – 18,233
Acres of County and Municipal Park Land – 4,842.74
Acres of encompassing five State parks – 7,057.5

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.

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

ELECTIONS

Number of Registered Voters – 173,682 (As of July 22, 2014)

TRANSPORTATION

Harford County Transportation Service:

Annual Ridership – 356,770

Number of Vehicles – 47

Vehicle Miles Traveled – 744,346

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; estimated 2013 projections)

Montgomery County – 1,016,677

Prince George's County – 890,081

Baltimore County – 823,015

Baltimore City – 622,104

Anne Arundel County – 555,743

Howard County – 304,580

Harford County – 249,215

Carroll County – 167,564

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

COMPARING VARIOUS COUNTY BUDGETS

(SOURCE: OPERATING BUDGETS - [MARYLAND MANUAL ONLINE](#))

	<u>FY 15 County Appropriation</u>	<u>FY 15 State Appropriation</u>	<u>FY 15 Federal Appropriation</u>	<u>FY 15 Other Appropriation</u>
Anne Arundel County	\$1,370,985,600	\$23,655,300	\$24,174,700	\$0
Baltimore County	\$1,838,450,271	\$706,428,155	\$183,568,522	\$463,994,086
Baltimore City	\$1,622,300,356	\$122,149,236	\$163,187,482	\$0
Montgomery County	\$3,985,074,658	\$1,010,663,756*	-	\$0
Prince George's County	\$1,692,047,900	\$1,061,713,100	\$103,459,500	\$0
Howard County	\$1,355,758,487	\$239,999,496	\$17,623,949	\$0
Harford County	\$622,573,068	\$3,411,635	\$1,514,100	\$0
Carroll County	\$367,589,050	\$905,090	\$0	\$0

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

Real Property Tax Rates

July 1, 2013 – June 30, 2014
Per \$100

Maryland	\$0.1120
Baltimore City	\$2.2480
Charles	\$1.2050
Baltimore County	\$1.1000
Frederick	\$1.0640
Harford	\$1.0420
Kent	\$1.0220
Carroll	\$1.0180
Howard	\$1.0140
Cecil	\$0.9907
Garrett	\$0.9900
Allegany	\$0.9800
Dorchester	\$0.9760
Prince George's	\$0.9600
Anne Arundel	\$0.9430
Washington	\$0.9480
Caroline	\$0.9600
Somerset	\$0.9150
Wicomico	\$0.9516
Calvert	\$0.8920
St. Mary's	\$0.8570
Queen Anne's	\$0.8471
Worcester	\$0.7700
Montgomery	\$0.7320
Talbot	\$0.5270

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

AN OVERVIEW OF HARFORD COUNTY, MARYLAND

Business Personal Property Tax Rates

July 1, 2013 – June 30, 2014
Per \$100

Maryland	None
Baltimore City	\$5.6200
Charles	\$3.0125
Baltimore County	\$2.7500
Harford	\$2.6049
Howard	\$2.5350
Carroll	\$2.5150
Cecil	\$2.4768
Allegany	\$2.4500
Dorchester	\$2.4400
Prince George's	\$2.4000
Anne Arundel	\$2.3570
Washington	\$2.3700
Caroline	\$2.4000
Somerset	\$2.2875
Calvert	\$2.2300
St. Mary's	\$2.1425
Wicomico	\$2.1715
Worcester	\$1.9250
Montgomery	\$1.8300
Garrett*	
Frederick*	
Kent*	
Queen Anne's*	
Talbot*	

PERSONAL INCOME TAX RATES 2013

(SOURCE: WWW.INDIVIDUALS.MARYLANDTAXES.COM)

Baltimore City	3.20%
Montgomery	3.20%
Prince George's	3.20%
Queen Anne's	3.20%
Somerset	3.15%
Howard	3.20%
Wicomico	3.20%
Harford	3.06%
Allegany	3.05%
Carroll	3.05%
St. Mary's	3.00%
Frederick	2.96%
Charles	2.90%
Kent	2.85%
Baltimore County	2.83%
Calvert	2.80%
Cecil	2.80%
Washington	2.80%
Garrett	2.65%
Caroline	2.63%
Dorchester	2.62%
Anne Arundel	2.56%
Talbot	2.40%
Worcester	1.25%



Bel Air Courthouse

COUNTY BUDGET POLICIES AND PROCESS

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

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

HARFORD COUNTY CHARTER

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

ANNOTATED CODE OF MARYLAND – DEBT LIMIT

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

CODE OF HARFORD COUNTY, MARYLAND – FISCAL IMPACT STATEMENTS

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

COUNTY BUDGET POLICIES AND PROCESS

CORNERSTONES OF HARFORD COUNTY'S BUSINESS PLAN

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

Financial Planning

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

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

Strategic Planning

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

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

COUNTY BUDGET POLICIES AND PROCESS

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

Debt Management

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

Cash Management

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

- a. pool cash from the different funds for investment purposes;
- b. invest 100% of its idle cash on a continuous basis;
- c. make a cash flow analysis of all funds on a regular basis – disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability;
- d. analyze market conditions and investment securities daily to determine the best possible return on all cash investments;

COUNTY BUDGET POLICIES AND PROCESS

- e. make arrangements with a bank on a contractual basis for a specified period of time and with specified fees for each service rendered.

Revenue Policies

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

Revenue Estimating and Long Range Forecasts

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

Operating Budget Policies

Expenditures

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

Maintenance of Capital Plant and Equipment

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

COUNTY BUDGET POLICIES AND PROCESS

Pension Plans

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

Budgetary Control

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

Three Year Expenditure Plan

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

Fiscal Impact Statements

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

Capital Budget Policies

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

Five Year Capital Improvement Program

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

COUNTY BUDGET POLICIES AND PROCESS

Harford County's Strategic Plan

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

The Master Plan

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

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

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

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

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

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

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

The "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.

COUNTY BUDGET POLICIES AND PROCESS

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

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

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

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

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

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

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

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

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

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

2004 – The 2004 Master Plan incorporated the Visions of the Maryland Planning Act and Smart Growth initiatives, including Priority Funding Areas and implementation of a Rural Legacy Program. Building on these State programs, Harford County developed a series of guiding principles that

COUNTY BUDGET POLICIES AND PROCESS

formed the foundation for the Land Use Element Plan, and in effect provided the County's vision for growth management and resource protection. These guiding principles include *Quality of Life, Stewardship of our Resources, Growth Management, Redevelopment and Revitalization, Commitment to Communities, Coordination among Agencies, and a Sound, Balanced and Diversified Local Economy*. Also included for the 2004 Master Plan were the following elements.

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

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

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

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

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

2010 – The Historic Preservation Plan was updated.

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

Performance Measure Management

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

COUNTY BUDGET POLICIES AND PROCESS

Harford County's Administrative Fiscal Policies

Long Term Financing Techniques

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

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

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

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

Interaction of Federal, State and County Governments

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

Sharing Financial Responsibility

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

COUNTY BUDGET POLICIES AND PROCESS

Alternate Service Delivery

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

Private Investments

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

Direct Matching Grants

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

Public Investment Supporting Private Initiatives

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

Participation in Industrial Revenue Bonds

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

COUNTY BUDGET POLICIES AND PROCESS

Multiple Use of Facilities

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

Coordinated Interdepartmental Procurement

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

Retirement Plans

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

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

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

COUNTY BUDGET POLICIES AND PROCESS

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

Post Retirement Benefit Plans – The County offers post-retirement medical and life insurance benefits to Harford County retirees. These benefits are referred to as Other Post Employment Benefits (OPEB). During Fiscal Year 2008, the County established a trust to act as the funding mechanism for the OPEB Plan. Funding for retiree benefits is not required by law other than pay-as-you-go amounts necessary to provide current benefits. Contributions to the OPEB Trust Fund may be made annually as appropriated by the County Council. The County's annual OPEB cost is actuarially determined in accordance with Governmental Accounting Standards Board (GASB) Statement 45. Plan benefits are accounted for on an accrual basis.

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

Self Insurance and Risk Management

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

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

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

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

COUNTY BUDGET POLICIES AND PROCESS

Harford County's Accounting Policies

Basic Financial Statements

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

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

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

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

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

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

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

Fund Categories

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

COUNTY BUDGET POLICIES AND PROCESS

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

“The Highways Operating Fund” accounts for dedicated revenues that are legally restricted to the maintenance, care and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County. This fund also includes Traffic Safety and County related transportation expenses.

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

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

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

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

“The Tax Increment Financing Fund” is a special fund for deposit of a certain portion of the real property tax collected in a development district and used to finance or reimburse the cost of special obligation bonds for certain public improvements relating to the district without constituting a general obligation of the County.

“The Stormwater Management Fund” is required to adopt and implement local laws necessary to establish a watershed protection and restoration program through a stormwater remediation fee.

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

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

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

Fiduciary Funds (includes LOSAP, OPEB and PEHP) – Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not

COUNTY BUDGET POLICIES AND PROCESS

available to support Harford County Government's own programs. The accounting used for fiduciary funds is similar to that used for proprietary funds.

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

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

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

Basis of Accounting

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

COUNTY BUDGET POLICIES AND PROCESS

Basis of Budgeting

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

Harford County Budget Policies

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

Fund Structure

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

Operating Funds

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

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

The Solid Waste Services Fund – includes revenues derived from, and expenses incurred for, the County's management of solid waste.

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.

COUNTY BUDGET POLICIES AND PROCESS

The Stormwater Management Fund – Harford County is required to adopt and implement local laws necessary to establish a watershed protection and restoration program, including a stormwater remediation fee and a local watershed protection and restoration fund.

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

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

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

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

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

Enterprise Funds

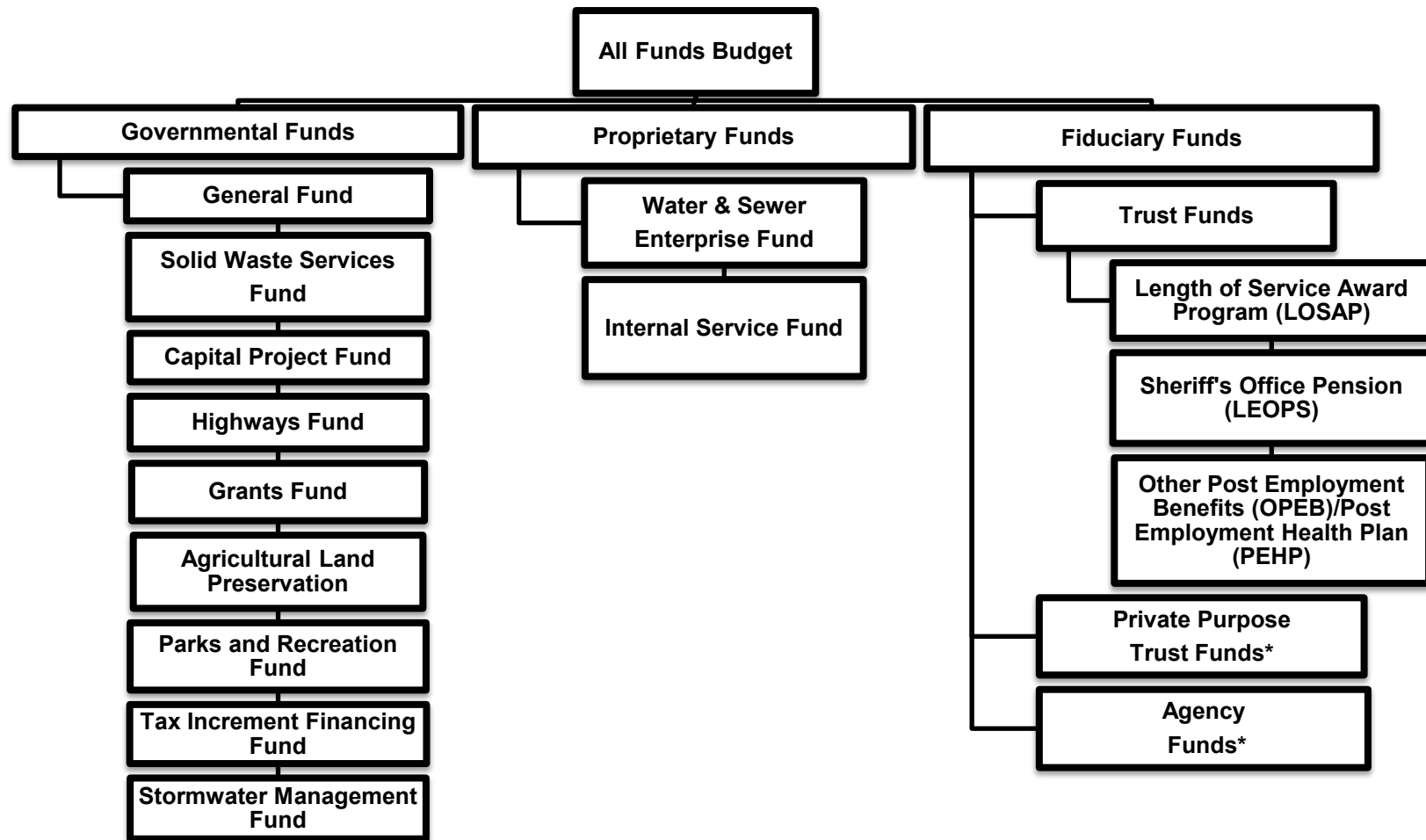
Enterprise funds include the Water and Sewer Fund and Water and Sewer Debt Service Fund.

The Water and Sewer Fund – requires a “separate budget for each utility shall be included in the current expense and capital budget”. The fund provides for the operations of the County's water and sewer systems. The systems are financed primarily through charges to customers for services provided.

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

COUNTY BUDGET POLICIES AND PROCESS

Harford County Fund Structure



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

COUNTY BUDGET POLICIES AND PROCESS

Capital Budget and Capital Improvement Program

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

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

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

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

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

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

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

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

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

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

COUNTY BUDGET POLICIES AND PROCESS

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

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

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

Operating Funding Sources

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

- Property Tax – properties in Maryland are assessed by the State on a triennial system to establish the value of a property for taxing purposes. For Corporate and Personal property the tax rate is \$2.6049 per \$100 of assessed value of properties outside of the towns (\$2.2342 plus a \$0.3707 "differential" that is dedicated to the Highways Fund). For Real Property the tax rate is \$1.0421 per \$100 of assessed value for properties outside of the towns (\$0.8937 plus a \$0.1483 "differential" dedicated to the Highways Fund).
- Tax Credits
 - The Homestead Tax Credit Program – a tax relief program that requires counties and municipalities of the State to impose a property tax assessment cap. Harford County has set the Homestead Credit Percentage at 5%. This credit is automatically processed and applied to the real property tax bill once the homeowner proves principal residence.
 - The Community Association Tax Credit – exempts any real property utilized as a public park, playground, or scenic area, which is owned by a qualifying community or development association.
 - Agricultural Preservation Tax Incentive – is a tax credit given to land owners in return for their commitment not to develop their farm land for a period of time.
 - Solar Energy Tax Credit – is a one-time per property credit allowed when a solar or geothermal qualifying energy conservation device is installed.

COUNTY BUDGET POLICIES AND PROCESS

- Enterprise Zone Tax Credit – is granted to properties located within the enterprise zone on the property's qualified assessment.
- County Supplemental Homeowner Tax Credit – provides a credit on real property taxes for homeowners of all ages who qualify on the basis of gross household income.
- Landfill Proximity Tax Credit – is provided for residential properties located in close proximity to a County-owned landfill.
- Real Property Tax Credit – available under specific circumstances for the surviving spouse of a fire, rescue, law enforcement or emergency medical service personnel who died in active service.
- Taxpayer Discounts – Harford County offers discounts to its taxpayers for early remittance of property taxes. Although property taxes are due and payable on October 1 of each year, discounts of 1% on July payments and 0.5% on August payments are granted, while interest is charged on all delinquent taxes beginning October 1 at a rate of 1.5% per month until paid. In addition, a 6% penalty for non-payment of taxes by October 1 is also imposed.
- Income Tax – Maryland counties determine their own income tax rate that is a percentage of the taxable net income disclosed after additions and subtractions to the Federal adjusted gross income. Maryland collects all income taxes then distributes to each local subdivision its share of the annual revenues. Although income taxes are imposed and collected on a calendar year basis, the State distributes the funds to the counties over a 9 month period, distributing Harford County's receipts over three fiscal years.
- Licenses and Permits – are issued for businesses, construction, renovations, cable TV, pets, and marriages. County policy requires an annual review of the cost of issuance incurred vs. the revenue generated. These reviews determine whether the fee imposed needs to be adjusted to be more "cost neutral".
- State Shared Revenues – include jury compensation; a civil defense rebate and a differential for Police Services (determined by the County and Town's assessable base percentage numbers).
- Appropriated Fund Balance – any excess unappropriated fund balance realized at the end of a fiscal year (above the 5% unappropriated fund balance required by County policy) is appropriated into the next fiscal year's budget. This is treated as "one time" funding for that fiscal year.
- Interfund Reimbursement – Portions of revenue and/or expenses incurred by one program but attributable to another program are transferred via Interfund Reimbursements.

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

- Property Tax Revenues – Properties in Maryland are assessed by the State on a triennial system to establish the value of a property for taxing purposes. Each \$100 of this value, multiplied by a County's tax rate, determines the amount of taxes due. In addition, the Harford County Code requires the County Council to levy an additional tax, or "differential" on property outside the city

COUNTY BUDGET POLICIES AND PROCESS

and incorporated towns. The Property Tax Differential for Corporate and Personal Property is \$0.371 per \$100 of assessed value for properties outside the towns. The Property Tax Differential for Real Property is \$0.148 per \$100 of assessed value for properties outside the towns.

- State Highways Users Tax – The State of Maryland designates motor vehicle tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of the corporate income tax as Highways Users Revenues. The distribution to the subdivisions is determined by a formula based on locally maintained road mileage and vehicle registrations.
- Charges for Service – These revenues include charges to developers for inspections, technical review of design and construction drawings of proposed utility installations, review of all proposed County road access, signs and line striping.
- Intra-County Revenues – This category covers reimbursements from County departments for costs incurred from First Vehicle Services for work on the County's fleet, as well as for fuel from County pumps for County-owned vehicles.

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

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

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

- System Capital Charges – These include connection charges, surcharges and development charges.
- Assessments – Included in assessments are Recordation Tax receipts (1/6 of the total Recordation Tax receipt is allocated to the Water & Sewer Debt Service Fund); Benefit Assessments; and User Benefit Assessments.

COUNTY BUDGET POLICIES AND PROCESS

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

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. Harford County Code establishes the County's authority to set and collect fees and other revenue to support solid waste management. A description of the revenues and fees can be found below.

- Landfill Fees – Includes tipping fees, household waste, disposal fees, sale of compost and mulch.
- Waste-to-Energy Revenue – Includes steam sales to the U.S. Army, recovered materials, permitted materials, tire disposal, and tipping fees.
- Other Revenue – Includes refuse licenses sold by the County and interest on invoices.
- General Fund Support – Avenues for imposing fees are limited by law, and economic conditions can influence the amount of solid waste received. This results in a need for support of the Solid Waste Services fund with General Fund revenues. (Note – while the 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 Agricultural Preservation Program – Harford County can enter into installment contracts to purchase easements for agricultural land preservation purposes. These purchases are to be primarily funded with Transfer Tax. The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; in addition, the land owner receives payment for selling their development rights and/or a tax credit. The Harford County Agricultural Land Preservation Program (HALPP) was established to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the citizens of the County. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Advisory Board. Revenue for this program is derived from the sources listed below.

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

COUNTY BUDGET POLICIES AND PROCESS

- Other – Includes investment income and fund balance appropriated.

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

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

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

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

Harford County's Budget Process

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

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

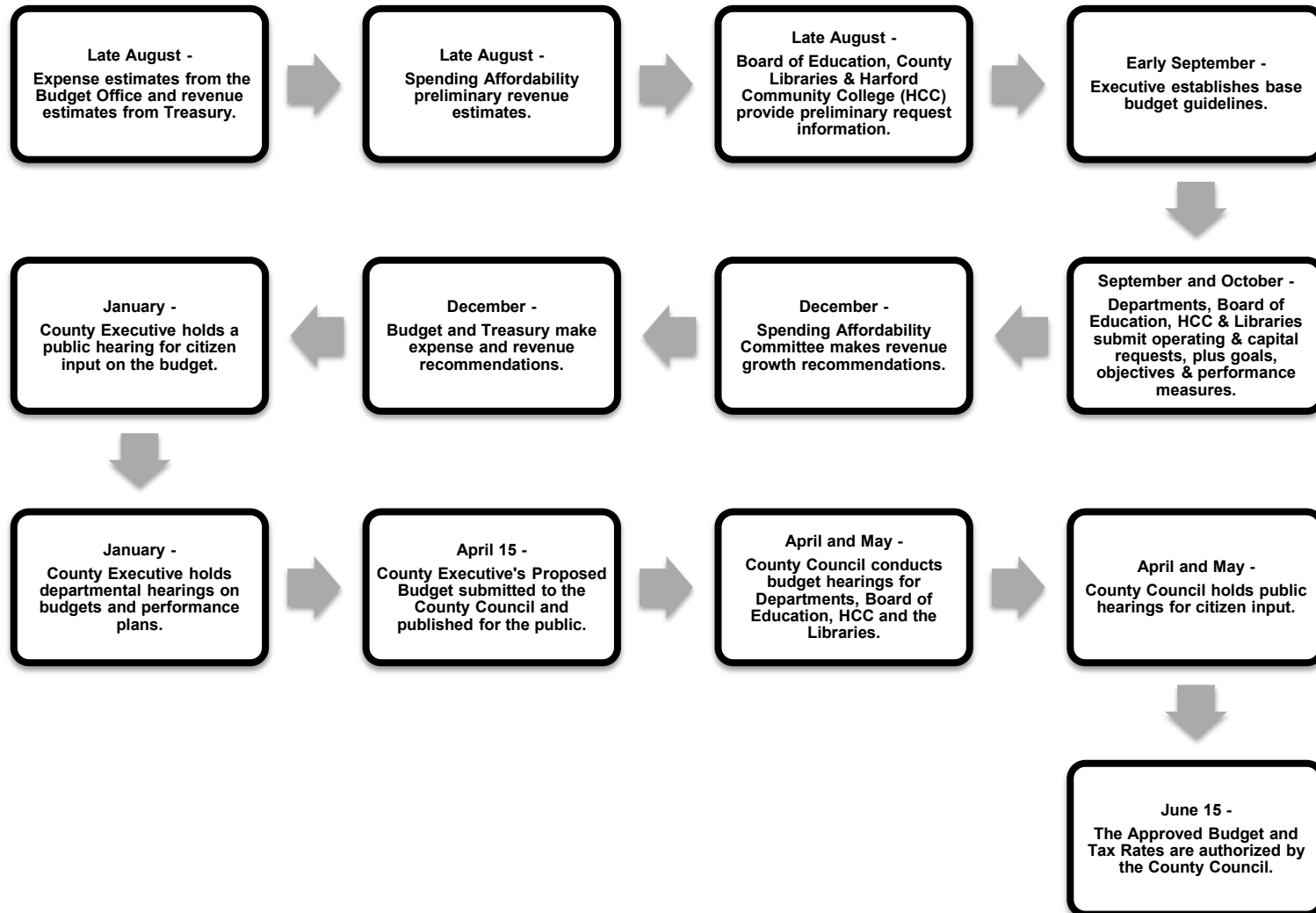
Three-Year Expenditure Plan – Operating and Capital expenditure projections (in three year increments) are updated annually. Projections also cover the estimated operating impact of future capital improvements that are scheduled in the Capital Improvement Program. These estimates include the applicable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

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

COUNTY BUDGET POLICIES AND PROCESS

Development of the Budget

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



COUNTY BUDGET POLICIES AND PROCESS

Developing the County Executive's Proposed Budget

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

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

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

Transfer of Appropriations

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

Within the same fund and within the same agency – County Executive authorization required

Within the same fund but between County Government Agencies – Recommended by the County Executive and approved by the County Council.

Inter-project transfers between capital projects – Requested by the County Executive and authorized by legislative act of the Council.

Inter-fund cash borrowing to meet temporary cash requirements – Requested by the County Executive and authorized by legislative act of the Council.

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

Supplemental Appropriations

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

COUNTY BUDGET POLICIES AND PROCESS

Emergency Appropriations

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

Unexpended Appropriations

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

Amending the Adopted Capital Budget

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



Flowering Dogwood
Official Harford County Tree

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.

The following table reflects which departments are responsible for supporting the FY 15 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	Sheriff	X					
Administration	X		X		X	X	Emergency Services	X	X	X			
Procurement			X				Inspections, Licenses & Permits	X					
Treasury			X				DPW - Highways	X		X		X	
Law			X				DPW - Construction Management			X			
Planning & Zoning		X	X	X			DPW - Water & Sewer			X		X	X
Human Resources			X				DPW - Environmental Services	X				X	X
Community Services	X	X	X			X	State's Attorney	X		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		

HARFORD COUNTY TOTAL FY 15 APPROVED BUDGET ALL FUNDS \$734,759,394

OPERATING BUDGET \$627,498,803

GENERAL FUND	\$488,486,824
SOLID WASTE SERVICES	\$14,161,806
HIGHWAYS FUND	\$45,590,070
WATER & SEWER FUND	\$50,783,936
WATER & SEWER DEBT SERVICES	\$14,068,304
PARKS & RECREATION SPECIAL REVENUE FUND	\$1,108,823
AG PRESERVATION - COUNTY	\$10,850,100
AG PRESERVATION - STATE	\$50,000
STORMWATER MANAGEMENT FUND	\$1,298,940
TAX INCREMENT FINANCING	\$1,100,000

CAPITAL BUDGET \$107,260,591

GENERAL CAPITAL	\$24,580,492
WATER RESOURCES	\$2,083,294
SHERIFF / EMERGENCY / FIRE	\$14,425,000
HARFORD COMMUNITY COLLEGE	\$2,478,633
LIBRARIES	\$7,385,000
BOARD OF EDUCATION	\$31,053,000
SOLID WASTE SERVICES	\$3,019,520
PARKS & RECREATION	\$3,825,775
HIGHWAYS FUND	\$10,456,707
WATER FUND	\$3,940,000
SEWER FUND	\$4,013,170

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 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; as well as operational needs and mandates, coupled with the strategic plans, fiscal policies and management techniques adopted by the Administration.

While developing our Fiscal Year 2015 Operating and Capital Budgets we were presented with new challenges beyond the normal challenges. The budget was prepared while trying to balance the needs and wants of the public with the reality of the revenues available to meet those needs. Although there are signs the economy is slowly improving, the FY 2015 Operating Budget is indicative of conservative budgeting with sustainable commitments without raising taxes.

A number of revenue streams have been adversely affected over the past several years by various forces outside the control of the Administration. A lagging national economy, unfunded mandates from Annapolis and lower tax revenues have resulted in a lean Operating Budget for FY 2015. Despite these issues, the County's funding for the Board of Education of Harford County is \$2,073,348 over the Maintenance of Effort. Furthermore, the County is funding an additional \$466,573 for teacher pensions in FY 2015, for a total funding commitment for teachers pensions of approximately \$7.5 million teacher pensions. In addition to the mandated teacher pension contribution, an additional \$1.9 million is provided for Instructional Salaries to supplement the the loss of State revenue.

REVENUES

ALL FUNDS

FY 15 Approved Budget	627,498,803
FY 14 Approved Budget	640,392,012
\$ decrease	(12,893,209)
% decrease	(2.01%)

FUNDING SOURCE

GENERAL	488,486,824
HIGHWAYS	45,590,070
PARKS AND RECREATION	1,108,823
AG PRESERVATION - COUNTY	10,850,100
AG PRESERVATION - STATE	50,000
STORMWATER MANAGEMENT	1,298,940
TAX INCREMENT FINANCING	1,100,000
WATER & SEWER OPERATING	50,783,936
WATER & SEWER DEBT SERVICE	14,068,304
SOLID WASTE SERVICES	14,161,806

FY 15 TOTAL ALL FUNDS 627,498,803

REVENUE SOURCE

PROPERTY TAXES	292,722,534
INCOME TAXES	198,729,650
W & S USER CHARGES	26,339,100
WASTE TO ENERGY PLANT	8,516,100
W & S DEBT SERVICE	11,839,986
INTERGOVERNMENTAL/STATE-SHARED	31,162,366
INVESTMENT INCOME	1,810,357
FUND BAL APPROP/UNRESTRICTED NET POSITION	27,570,931
OTHER REVENUE	28,807,779

FY 15 TOTAL ALL REVENUES 627,498,803

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

REVENUES

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

For Fiscal Year 2015, Property and Income tax revenues are estimated to generate 78% of the total of all revenue.

Property Taxes

FY 15 Approved Budget	292,722,534	46.65% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	289,272,646	45.17% of the Total All Funds FY 14 Operating Budget
\$ increase	3,449,888	
% increase	1.20%	

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 15, the total 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. The tax rate falls below the Constant Yield Rate.

Income Taxes

FY 15 Approved Budget	198,729,650	31.67% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	190,600,000	29.76% of the Total All Funds FY 14 Operating Budget
\$ increase	8,129,650	
% increase	4.27%	

We receive approximately 90% of Income Tax in quarterly distributions of withholdings and estimated payments. These receipts have been increasing from year to year beginning in FY 11. FY 15 estimates are based on projected FY 14 amounts, in addition to an analysis of employment data and workforce trends.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

Recordation Tax

FY 15 Approved Budget	9,907,812	1.58% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	9,700,255	1.51% of the Total All Funds FY 14 Operating Budget
\$ increase	207,557	
% increase	2.14%	

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.

Fund Balance/Unrestricted Net Position

FY 15 Approved Budget	27,570,931	4.39% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	47,779,823	7.46% of the Total All Funds FY 14 Operating Budget
\$ decrease	(20,208,892)	
% decrease	(42.30%)	

Fund Balance has been appropriated in the General Fund at approximately \$2.3 million. This funding will be utilized for Paygo for FY 15 capital projects. Parks and Recreation Special Revenue Fund Balance of \$244,323 will also be used in support of a capital project for improvements at our Swan Harbor Farm facility, as well as operating funds to furnish a new fitness room at our Emmorton Recreation and Tennis Center. The Agricultural Preservation - County will use \$1,321,968 of Fund Balance in anticipation of purchasing easements in FY 15. The Water and Sewer Fund appropriated \$10.8 million of net assets for contributed capital to fund depreciation and \$12.8 million for unrestricted net position.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

EXPENDITURES

General Fund

FY 15 Approved Budget	488,486,824	77.85% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	496,925,918	77.60% of the Total All Funds FY 14 Operating Budget
\$ decrease	(8,439,094)	
% decrease	(1.7%)	

This decrease is the net result of the following: additional funds provided in Personnel Matters for anticipated retirement payouts and Post Employment Health Plan (PEHP) for excess annual leave accumulated by County employees; additional funds allocated to Information and Communication Technology due to maintenance costs for HMAN, provision of 24/7 contractual support for emergency applications and networks, firehouse and public safety networks, etc.; the Board of Education realizes an increase to cover the State mandated contribution to teacher's pensions and a supplement to Instructional Salaries due to loss of State revenues; offset by a decrease in Debt Service for principal and interest payments; no funds appropriated for Insurance as sufficient funds are available in the Self-Insurance Fund; and a decrease in Paygo funding in support of the FY 15 Approved Capital Budget due to lower revenue estimates for FY 15.

Solid Waste Services

FY 15 Approved Budget	14,161,806	2.26% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	14,797,970	2.31% of the Total All Funds FY 14 Operating Budget
\$ decrease	(636,164)	
% decrease	(4.30%)	

For FY 15, Solid Waste Services decrease is the result of less funding for personal services due to staff turnover and salary offset; contractual services increases for the Waste to Energy contract and a new agreement with Baltimore County for a Transfer Station; and Debt Service decreases due to the FY 14 final payment of debt obligation for the Waste to Energy facility.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

Highways Fund

FY 15 Approved Budget	45,590,070	7.27% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	49,402,491	7.71% of the Total All Funds FY 14 Operating Budget
\$ decrease	(3,812,421)	
% decrease	(7.72%)	

The decrease in the Highways Fund is the net result of: personal services decrease due to staff turnover and a reduction in overtime funds; contractual services decrease due to no funding appropriated for Insurance as sufficient funds are available in the Self-Insurance Fund; less appropriation for bituminous concrete, liquid bituminous, diesel fuel, gasoline and vehicle maintenance based on actual expense history and to reduce costs; debt service decreases; Paygo funds to support the FY 15 Approved Highways Capital Budget decreases and pro rata charges provided to the General Fund requires less funding for FY 15.

Water & Sewer Fund

FY 15 Approved Budget	50,783,936	8.09% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	47,220,940	7.37% of the Total All Funds FY 14 Operating Budget
\$ increase	3,562,996	
% increase	7.6%	

The Water & Sewer Operating Fund was established as a self-sustaining utility to account for water and sewer services provided by Harford County Government. Water & Sewer appropriations for FY 15 are higher than the FY 14 budget as a result of the following: personal services increases due to salary adjustments and staff turnover; contractual services increase due to electricity costs and additional bank fees for credit card usage; materials and supplies and business and travel costs both increase based on actual expense history; additional funds for normal equipment replacement; paygo funding to support the FY 15 Approved capital budget increases over FY 14 as well as depreciation expenses due to new administration building.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

Water & Sewer Debt Service

FY 15 Approved Budget	14,068,304	2.24% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	14,118,789	2.20% of the Total All Funds FY 14 Operating Budget
\$ decrease	(50,485)	
% decrease	(0.36%)	

The Water & Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest of long-term water and sewer bonds and loans used to finance the capital projects of the County-owned water and sewer system. The decrease in funding for FY 15 is a result of the principal and interest payments adjusted to amounts due on outstanding debt.

Parks and Recreation Special Revenue Fund

FY 15 Approved Budget	1,108,823	0.18% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	884,233	0.14% of the Total All Funds FY 14 Operating Budget
\$ increase	224,590	
% increase	25.40%	

For FY 15, an increase in operating expenses for the Parks and Recreation Special Revenue fund is realized and is the result of Pro Rata shares for reimbursement of General Fund administrative support which is budgeted for the first time; fitness equipment to furnish a newly renovated fitness room at the Emmorton Recreation and Tennis Center is included and it is anticipated to bring in additional revenues through membership fees; a reduction in facility renovations and repair costs for Oakington Peninsula; and additional programming funds for individuals with learning disabilities and reimbursement to Harford County Schools for events hosted at schools are included in the Recreational Council Activities account. Funds are appropriated in the FY 15 Approved Capital Budget for renovations and improvements to Swan Harbor Farm.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

Ag Preservation - County

FY 15 Approved Budget	10,850,100	1.73% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	6,176,219	0.96% of the Total All Funds FY 14 Operating Budget
\$ increase	4,673,881	
% increase	75.68%	

Harford County is committed to Agricultural Land Preservation. An allocation increase is provided for purchases of Ag Preservation intangibles offset by less funds for land purchases made under the State program, as well as an increase for principal and interest payments on installment contracts for agricultural easements.

Ag Preservation - State

FY 15 Approved Budget	50,000	0.01% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	80,000	0.01% of the Total All Funds FY 14 Operating Budget
\$ decrease	(30,000)	
% decrease	(37.50%)	

Harford County's Agricultural Program is Certified. Therefore, the Program can retain 75% of the Agricultural Transfer Tax collected. For FY 15, it is projected that the County's share of the State Agricultural Tax will be \$49,000.

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 Maryland Agricultural Preservation Foundation (MALPF) for easement purchases the foundation makes on the County's behalf will be \$20,000.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

Tax Increment Financing

FY 15 Approved Budget	1,100,000	0.18% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	9,525,461	1.49% of the Total All Funds FY 14 Operating Budget
\$ decrease	(8,425,461)	
% decrease	(88.45%)	

The Beechcreek Estates Tax Increment Fund is a special fund authorized by Bill 10-10. The FY 14 Tax Increment Financing Fund also included James Run Development Tax authorized by Bill 12-35. A provision in the James Run Development bill stipulated that if the bonds were not sold by January 28, 2014, the legislation shall expire and be of no further force and effect. This stipulation was not met, therefore, no funds are appropriated for James Run Development in FY 15 decreasing the Tax Increment Financing Fund.

Stormwater Management Fund

FY 15 Approved Budget	1,298,940	0.21% of the Total All Funds FY 15 Operating Budget
FY 14 Approved Budget	1,259,991	0.20% of the Total All Funds FY 14 Operating Budget
\$ increase	38,949	
% increase	3.10%	

House Bill 987, requires that certain Maryland counties, including Harford County, collect a stormwater fee from taxpayers to fund the implementation of a local watershed protection and restoration program. Harford County set a flat rate of \$125 for property with residential or agricultural use and a rate of \$7.00 per 500 square feet of impervious surface for a property with a business, commercial or industrial use. As of July 1, 2013, only 10% of the fee is being collected.

The FY 15 budget increase is mainly the result of Pro Rata shares for support of the General Fund; offset by a decrease in personal services due to staff turnover and salary offset.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

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 244,826 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.

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. With the completion of Base Realignment and Closure 2005 (BRAC) in September 2011, Aberdeen Proving Ground (APG) has grown to a \$20 billion economic engine, attracting R & D Industries and private contractors to Harford County. The total number of defense contractors in support of APG has grown to 136 in 2013.

In addition, the University Center, Northeastern Maryland Regional Higher Education Center (formerly referred to as the Higher Education Applied Technology (HEAT) Conference Center) offers a myriad of university courses, advanced education, training and resources. Towson University will be offering undergraduate course work this fall on the campus of Harford Community College where a four year degree will be attainable. The Northeastern Maryland Research Park, LLC, was created in 2011 to oversee the development of a university research park in Harford County.

Financial Services - The Office of Economic Development (OED) 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; and the Community Development Block Grant for Economic Development. OED also offers Workforce Technical Training Grants, a competitive investment grant program to assist Harford County employers to become more productive and competitive through the acceleration of technical training to their employees.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

In 2010, the County created the Harford Business Innovation (HBIC) as the next step in providing support to entrepreneurs with new, young or accelerating companies in need of incubator space. The space also serves to support small area defense contractors and is near full capacity. Work on the Harford Metropolitan Area Network (HMAN) is rapidly progressing and will add 100 miles of broadband fiber optic cables that will allow high-speed access to voice, data and video for county organizations and businesses.

In 2013, the office opened the Ground Floor at Harford, which is a co-working space for application developers. The office also completed a memorandum of understanding with Betamore, in Baltimore city and BWTech at University of Maryland, Baltimore County (UMBC) to share co-working spaces and programming with the Greater Baltimore region.

As part of Economic Development's "economic gardening" and "growing your own" during a tough economy, Harford's Entrepreneur's Edge was developed as the first point of entry in the County to provide a one-stop shop of resources for individuals starting or growing their business. The GROUND FLOOR and the HBIC are part of these resources.

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.

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 forward funded numerous projects over the past several years anticipating that the State would reimburse their share of these new and replacement school buildings in the future. This comes with a price in terms of debt which the County, not the State, must assume. Of the County's total general fund debt service costs for FY 2015, 62.9% is attributable to Board of Education construction projects.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

PUBLIC SAFETY

Population growth and new technologies have generated the need for long term planning for Public Safety. The construction of a new Emergency Operations and 911 Call Center is progressing and should be completed in the fall.

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 2015, funding is provided for the expansion and renovation of the Norrisville Fire Station as well as funding for small repairs and renovations to various volunteer fire company stations as approved by the VFC Association.

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.

As of July 2014, the County has acquired 47,825 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

THE ENVIRONMENT and SUSTAINABILITY - Over the past decade, Harford County has consistently been a leader in the State with its recycling rate which has exceeded the State's mandated waste diversion rate. In 2010, Harford County implemented its single stream recycling program to residents and businesses allowing all recyclables to be combined, thereby making recycling more convenient and increasing the curbside recycling collection by over 40 percent.

In 1998, in an effort to conserve landfill space, Harford County contracted with the Northeast Maryland Waste Disposal Authority to build and operate the Harford Waste to Energy Facility (HWTEF). Currently, this facility is capable of disposing of over 110,000 tons of solid waste per year which represents approximately 80 percent of the County's solid waste. The waste is burned to generate steam which, in turn, is sold to Aberdeen Proving Ground (APG) and serves approximately 80 percent of the energy needs of the Edgewood Area of APG. The volume of waste is reduced by 90 percent with the ash residue requiring land filling. The sale of steam along with the tipping fees provides revenue to help support the operating expenses and debt service of the facility. The debt service was retired in 2014.

In 2016, the HWTEF will be shut down due to the age of the facility, cost to repair, and long-term needs of the Army. Additionally, the landfill will also be shut down at that time. In 2013, the Harford County Council approved a long-term agreement with Baltimore County for a regional solution to the solid waste disposal needs of both Counties. All solid waste and recyclables collected within Harford County will be transported to Baltimore County's facilities for processing and disposal. This program will begin in 2016 after the HWTEF and landfill cease operations.

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.

HARFORD COUNTY, MARYLAND FISCAL YEAR 2015 BUDGET SUMMARY

FISCAL YEAR 2015 ISSUES AND OBJECTIVES

After careful review and analysis, the Approved Fiscal Year 2015 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 a priority, striving to maintain services especially in the areas of Public Safety and Education.

The FY 15 budgets for County departments and agencies remain lean. Again this year there are no furloughs, or layoffs built into the FY 15 budget, as well as no wage or salary enhancements.

HARFORD COUNTY, MARYLAND
FY 2015 TAXABLE ASSESSABLE BASE
GENERAL FUND

	Fiscal Year 2012-2013		Fiscal Year 2013-2014		Fiscal Year 2014-2015	
	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
<u>REAL PROPERTY</u>		@ \$0.896		@ \$0.896		@ \$0.8937
Full Year Levy	25,943,840,067	232,456,807	25,395,658,929	227,545,104	25,603,410,878	228,817,683
Partial Year Levy	66,852,679	599,000	63,399,107	568,056	98,200,936	877,622
Real Property Subtotal	26,010,692,746	233,055,807	25,459,058,036	228,113,160	25,701,611,814	229,695,305
<u>PERSONAL PROPERTY</u>		@ \$2.24		@ \$2.24		@ \$2.2342
Unincorporated Business	8,705,357	195,000	9,415,179	210,900	12,276,786	274,288
Railroads and Public Utilities	522,321,429	11,700,000	516,071,429	11,560,000	522,321,429	11,669,705
Corporate Property	441,964,286	9,900,000	522,321,429	11,700,000	507,589,286	11,340,560
Personal Property Subtotal	972,991,072	21,795,000	1,047,808,037	23,470,900	1,042,187,501	23,284,553
Grand Total	26,983,683,818	254,850,807	26,506,866,072	251,584,060	26,743,799,315	252,979,858
<u>ADDITIONS AND SUBTRACTIONS</u>						
Interest, Discounts and Other Credits		(2,940,705)		(2,990,167)		(2,967,006)
NET TAXES		251,910,102		248,593,893		250,012,852

HARFORD COUNTY, MARYLAND

FY 2015 TAXABLE ASSESSABLE BASE

HIGHWAYS FUND

	Fiscal Year 2012-2013		Fiscal Year 2013-2014		Fiscal Year 2014-2015	
	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
<u>REAL PROPERTY</u>		@ \$0.146		@ \$0.146		@ \$0.1483
Full Year Levy	21,810,510,274	31,843,345	21,363,615,068	31,190,878	21,508,445,287	31,897,024
Partial Year Levy	60,273,973	88,000	34,641,781	50,577	78,110,641	115,838
Real Property Subtotal	21,870,784,247	31,931,345	21,398,256,849	31,241,455	21,586,555,928	32,012,862
<u>PERSONAL PROPERTY</u>		@ \$0.365		@ \$0.365		@ \$0.3707
Unincorporated Business	7,671,233	28,000	7,671,233	28,000	11,506,849	42,656
Railroads and Public Utilities	438,356,164	1,600,000	438,356,164	1,600,000	442,739,726	1,641,236
Corporate Property	298,082,192	1,088,000	298,082,192	1,088,000	404,630,137	1,499,964
Personal Property Subtotal	744,109,589	2,716,000	744,109,589	2,716,000	858,876,712	3,183,856
Grand Total	22,614,893,836	34,647,345	22,142,366,438	33,957,455	22,445,432,640	35,196,718
<u>ADDITIONS AND SUBTRACTIONS</u>						
Interest, Discounts and Other Credits		(273,902)		(243,427)		(232,352)
NET TAXES		34,373,443		33,714,028		34,964,366

**DEBT REQUIREMENTS FOR FISCAL YEAR 2014-2015
HARFORD COUNTY, MARYLAND**

LONG TERM DEBT REQUIREMENTS:

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
General Obligation Bonds	9,296,602	5,176,101	14,472,703
Community College Bonds	1,948,604	925,926	2,874,530
Public School Bonds	18,497,996	12,144,267	30,642,263
Highway Bonds	377,945	280,881	658,826
Agricultural Preservation Loans	2,797,558	3,107,241	5,904,799
Water & Sewer Bonds	7,485,991	5,201,264	12,687,255
Water & Sewer Loans	783,293	58,298	841,591
Farmers Home Loan	43,776	55,682	99,458
Notes General Fund	701	74,750	75,451
TIF - Beechcreek	0	1,050,000	1,050,000
TOTALS	<u>41,232,466</u>	<u>28,074,410</u>	<u>69,306,876</u>

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

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

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

AMENDED MARYLAND LAW FOR FISCAL YEAR 2002 AND THOSE FORWARD

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

	REAL PROPERTY	PERSONAL PROPERTY	TOTAL
ESTIMATED VALUE OF NET ASSESSED PROPERTY	25,701,611,814	1,042,187,501	LEGAL
APPLICABLE GENERAL OBLIGATION DEBT % RATE	6%	15%	DEBIT LIMIT
ESTIMATED LEGAL DEBT LIMIT - for borrowing of funds and issuance of bonds	1,542,096,709	156,328,125	1,698,424,834

STATEMENT OF ESTIMATED LONG TERM DEBT OUTSTANDING AS OF JUNE 30, 2014

ESTIMATED LONG TERM DEBT:

General Obligation	109,050,509
Solid Waste	16,397,338
Community College	25,511,717
Public Schools	273,915,434
Highways	7,382,232
<u>TOTAL ESTIMATED LONG TERM DEBT</u>	<u>432,257,230</u>

ESTIMATED SELF SUSTAINING DEBT:

Water & Sewer Bonds and Loans	124,584,044
Tax Increment Financing	14,000,000
Agricultural Preservation Debt	59,029,269
<u>TOTAL ESTIMATED SELF SUSTAINING DEBT</u>	<u>197,613,313</u>

ESTIMATED TOTAL BONDED DEBT

629,870,543

LESS: Estimated Self Sustaining Debt

197,613,313

ESTIMATED TOTAL DEBT APPLICABLE TO LEGAL DEBT LIMIT

432,257,230

ESTIMATED TOTAL LEGAL DEBT LIMIT

1,698,424,834

LESS: Estimated Total Debt Applicable to Legal Debt Limit

432,257,230

ESTIMATED LEGAL DEBT MARGIN

1,266,167,604

**BUSINESS PLAN
DEBT BURDEN ANALYSIS
Fiscal Years 2013-2020**

	Actual 2013	Approved Budget 2014	Approved Budget 2015	Projection 2016	Projection 2017	Projection 2018	Projection 2019	Projection 2020
Expenditures ^{(1) (2)}								
County Council	\$ 2,679,857	\$ 2,743,901	\$ 2,827,676	\$ 2,912,506	\$ 2,999,881	\$ 3,089,878	\$ 3,182,574	\$ 3,278,051
General Government	\$ 41,694,546	\$ 46,419,412	\$ 47,956,069	\$ 49,394,751	\$ 50,876,594	\$ 52,402,891	\$ 53,974,978	\$ 55,594,227
Education	\$236,782,980	\$ 238,262,341	\$ 240,628,914	\$ 247,847,781	\$255,283,215	\$262,941,711	\$270,829,963	\$278,954,862
Harford Center	\$ 553,036	\$ 553,036	\$ 553,036	\$ 569,627	\$ 586,716	\$ 604,317	\$ 622,447	\$ 641,120
Judicial	\$ 8,290,946	\$ 8,208,999	\$ 8,235,420	\$ 8,482,483	\$ 8,736,957	\$ 8,999,066	\$ 9,269,038	\$ 9,547,109
Libraries	\$ 16,054,666	\$ 16,158,310	\$ 16,137,189	\$ 16,621,305	\$ 17,119,944	\$ 17,633,542	\$ 18,162,548	\$ 18,707,425
Parks and Recreation	\$ 10,527,591	\$ 10,506,180	\$ 10,384,124	\$ 10,695,648	\$ 11,016,517	\$ 11,347,013	\$ 11,687,423	\$ 12,038,046
Public Safety	\$ 93,847,815	\$ 93,581,642	\$ 93,574,309	\$ 96,381,538	\$ 99,272,984	\$102,251,174	\$105,318,709	\$108,478,270
Public Works	\$ 48,498,116	\$ 51,347,410	\$ 51,356,940	\$ 52,897,648	\$ 54,484,578	\$ 56,119,115	\$ 57,802,688	\$ 59,536,769
Social Services	\$ 11,464,135	\$ 12,158,851	\$ 11,735,301	\$ 12,087,360	\$ 12,449,981	\$ 12,823,480	\$ 13,208,185	\$ 13,604,430
Other Financing Uses	\$106,375,417	\$ 29,218,628	\$ 12,313,704	\$ 12,683,115	\$ 13,063,609	\$ 13,455,517	\$ 13,859,182	\$ 14,274,958
Debt Service (3)								
General Obligation Debt	49,230,835	48,273,409	48,648,322	52,633,977	55,452,197	57,616,601	60,471,698	62,429,215
Other Debt Expenses	519,838	3,694,260	755,451	774,750	774,750	774,750	2,074,750	774,750
Total Expenditures	\$626,519,778	\$ 561,126,379	\$ 545,106,455	\$ 563,982,489	\$582,117,922	\$600,059,056	\$620,464,184	\$637,859,233
Capital Plan								
General Obligation Bonds	\$ 36,345,000	\$ 60,619,036	49,715,000	59,886,505	48,465,940	44,084,568	30,643,660	13,975,000
Highway Bonds	-	-	-	-	-	-	-	-
Water and Sewer Bonds	2,550,000	6,000,000	645,000	6,980,000	4,750,000	5,000,000	5,500,000	3,950,000
Pay-as-you-go								
General Fund	17,752,225	16,501,062	5,161,680	31,300,425	30,186,500	26,601,836	25,237,380	19,698,200
Highway Fund	15,280,135	9,480,762	7,000,000	16,988,000	15,563,000	15,188,000	12,523,000	10,985,500
Water and Sewer Fund	6,278,000	5,373,450	6,160,000	6,500,000	4,920,000	5,470,000	3,120,000	3,400,000
Other Sources (All Funds)	45,991,922	76,085,591	38,578,911	34,489,000	45,901,280	34,084,070	49,525,140	18,690,000
Total Capital Plan	\$124,197,282	\$ 174,059,901	\$ 107,260,591	\$ 156,143,930	\$149,786,720	\$130,428,474	\$126,549,180	\$ 70,698,700

**BUSINESS PLAN
DEBT BURDEN ANALYSIS
Fiscal Years 2013-2020**

	Actual 2013	Approved Budget 2014	Approved Budget 2015	Projection 2016	Projection 2017	Projection 2018	Projection 2019	Projection 2020
General Obligation Outstanding July 1	\$448,132,841	\$ 448,229,857	\$ 454,560,114	\$ 472,779,041	\$492,918,286	\$511,141,639	\$528,123,777	\$532,605,915
Additions	103,388,402	33,180,257	45,000,000	50,000,000	50,000,000	50,000,000	40,000,000	40,000,000
Less Principal Repayments & Reductions	103,291,386	26,850,000	26,781,073	29,860,755	31,776,647	33,017,862	35,517,862	37,017,862
General Obligation Outstanding June 30	\$448,229,857	\$ 454,560,114	\$ 472,779,041	\$ 492,918,286	\$511,141,639	\$528,123,777	\$532,605,915	\$535,588,053
Population ⁽⁴⁾	247,570	250,046	252,546	255,072	257,622	260,199	262,801	265,429
Taxable Property Value ⁽⁵⁾								
Taxable Assessed Valuation (000 omitted)	\$ 26,981,111	\$ 26,934,104	\$ 26,743,799	\$ 27,278,675	\$ 27,824,249	\$ 28,380,734	\$ 28,948,348	\$ 29,527,315
Debt Ratios								
Expenditures	7.9%	8.6%	8.9%	9.3%	9.5%	9.6%	9.7%	9.8%
General Obligation Debt Per Capita	\$1,811	\$1,818	\$1,872	\$1,932	\$1,984	\$2,030	\$2,027	\$2,018
Valuation	1.7%	1.7%	1.8%	1.8%	1.8%	1.9%	1.8%	1.8%
Approved Debt Policy Ratios								
Expenditures	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
General Obligation Debt Per Capita	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Valuation	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%

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

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

⁽³⁾ Includes principal and interest

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

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

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

	GENERAL FUND	SOLID WASTE SERVICES
<u>TOTAL FUND BALANCE AT JUNE 30, 2013</u>	89,315,296	0
2014 Revenue - Estimated	476,986,360	14,797,970
2014 Expenditures - Estimated	<u>(499,900,725)</u>	<u>(14,797,970)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	<u>66,400,931</u>	<u>0</u> ⁽¹⁾
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014		
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	66,400,931	0
LESS: Nonspendable Fund Balance		
Loan Receivables - Town of Bel Air Parking Garage	(313,475)	
Loan Receivables - Stuart Terrace	(14,020)	
Prepaid WTE Insurance	(423,330)	
LESS: Restricted Fund Balance		
Dedicated Revenues - Detention Center	(829,673)	
Bond Premium	(3,817,683)	
LESS: Assigned Fund Balance		
Reserve for Credit Rating Purposes ⁽²⁾	(25,132,431)	
Encumbrances	(3,060,593)	
OPEB	(6,727,005)	
Income Tax	(2,439,735)	
Designated for WTE Plant Closure	(4,000,000)	
Health Care Consortium	(1,846,776)	
Designated for Landfill Closure	<u>(13,747,954)</u>	<u> </u>

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

	GENERAL FUND	SOLID WASTE SERVICES
<u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	4,048,256	0
Highways Fund Support for Transportation	3,290,000	
Fiscal Year 2015 Estimated Revenues	482,879,970	14,161,806
Less Fiscal Year 2015 Estimated Expenditures	<u>(488,486,824)</u>	<u>(14,161,806)</u>
<u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 & FUTURE YEARS</u>	<u>1,731,402</u>	<u>0</u>
Reserve for Credit Rating Purposes ⁽²⁾	25,132,431	
Estimated Reserve for Credit Rating as a Percentage of Total Estimated 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 UNASSIGNED FUND BALANCE
HIGHWAYS FUND**

	HIGHWAYS FUND
<u>TOTAL FUND BALANCE AT JUNE 30, 2013</u>	14,202,278
2014 Estimated Revenues	45,088,098
2014 Estimated Expenditures	<u>(51,203,833)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	<u>8,086,543</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	8,086,543
LESS: Nonspendable Fund Balance	
Inventory	(1,922,189)
LESS: Restricted Fund Balance	
Bond Proceeds	(245,861)
Highways-PILOT	(474,579)
LESS: Assigned Fund Balance	
Reserve for Credit Rating Purposes	(2,279,504)
Encumbrances	(904,682)
OPEB	(899,675)
Health Care Consortium	(258,970)
<u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	1,101,083
Plus : Fiscal Year 2015 Estimated Revenues	45,590,070
Less: Fiscal Year 2015 Estimated Expenditures	<u>(45,590,070)</u>
<u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 AND FUTURE YEARS</u>	<u>1,101,083</u>
Reserve for Credit Rating Purposes	2,279,504
Estimated Reserve for Credit Rating as a Percentage of Total Proposed Expenditures	5%

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

	<u>PARKS AND RECREATION FUND</u>
<u>Total Fund Balance at June 30, 2013</u>	517,829
2014 Revenue - Estimated	851,000
2014 Expenditures - Estimated	<u>(823,183)</u>
<u>Total Estimated Fund Balance at June 30, 2014</u>	<u>545,646</u>
 FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	
 <u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	545,646
LESS: Reservation of Fund Balance	
Encumbrances	(56,099)
OPEB	(16,823)
Health Care Consortium	<u>(6,562)</u>
 <u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	466,162
Plus: Fiscal Year 2015 Estimated Revenues	864,500
Less: Fiscal Year 2015 Estimated Expenditures	<u>(1,108,823)</u>
 <u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 AND FUTURE YEARS</u>	<u>221,839</u>

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

	AGRICULTURAL LAND PRESERVATION COUNTY
<u>TOTAL FUND BALANCE AT JUNE 30, 2013</u>	51,613,603
2014 Revenue - Estimated	6,163,464
2014 Expenditures - Estimated	<u>(6,176,219)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	<u>51,600,848</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	51,600,848
LESS: Unreserved Fund Balance Designated for Other Purposes	<u>(48,160,522)</u>
<u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	3,440,326
Plus: Fiscal Year 2015 Estimated Revenues	9,528,132
Less: Fiscal Year 2015 Estimated Expenditures	<u>(10,850,100)</u>
<u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 & FUTURE YEARS</u>	<u>2,118,358</u>

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

	AGRICULTURAL LAND PRESERVATION STATE
<u>TOTAL FUND BALANCE AT JUNE 30, 2013</u>	0
2014 Revenue - Estimated	60,000
2014 Expenditures - Estimated	<u>(60,000)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	<u><u>0</u></u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	0
LESS: Unreserved Fund Balance	
Designated for Other Purposes	0
<u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	0
Plus: Fiscal Year 2015 Estimated Revenues	50,000
Less: Fiscal Year 2015 Estimated Expenditures	<u>(50,000)</u>
LESS: Unreserved Fund Balance	
Designated for Other Purposes	
<u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 & FUTURE YEARS</u>	<u><u>0</u></u>

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

	<u>STORMWATER MANAGEMENT FUND</u>
<u>Total Fund Balance at June 30, 2013</u>	0
2014 Revenue - Estimated	1,326,877
2014 Expenditures - Estimated	<u>(1,278,251)</u>
<u>Total Estimated Fund Balance at June 30, 2014</u>	<u>48,626</u>
 <u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	 48,626
Plus: Fiscal Year 2015 Estimated Revenues	1,298,940
Less: Fiscal Year 2015 Estimated Expenditures	<u>(1,298,940)</u>
 <u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 AND FUTURE YEARS</u>	 <u>48,626</u>

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

	TIF DEBT SERVICE FUND
<u>TOTAL FUND BALANCE AT JUNE 30, 2013</u>	1,994,150
2014 Revenue - Estimated	1,086,400
2014 Expenditures - Estimate	<u>(1,080,000)</u>
<u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2014</u>	<u>2,000,550</u>
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	
<u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2014</u>	2,000,550
Plus: Fiscal Year 2015 Estimated Revenues	1,100,000
Less: Fiscal Year 2015 Estimated Expenditures	<u>(1,100,000)</u>
<u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2016 AND FUTURE YEARS</u>	<u>2,000,550</u>

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

	WATER & SEWER OPERATING FUND	WATER & SEWER DEBT SERVICE FUND ⁽¹⁾
<u>TOTAL NET ASSETS AT JUNE 30, 2013</u>	426,182,111	0
Less Invested in Capital Assets, Net of Related Debt	<u>(322,126,658)</u>	<u>0</u>
Net Assets Available for Appropriation at June 30, 2013 Unrestricted Net Position	104,055,453	0
 Plus: Fiscal Year 2014 Estimated Revenues	 37,145,025	 14,509,189
Less: Fiscal Year 2014 Estimated Expenditures	<u>(48,262,484)</u>	<u>(13,918,789)</u>
Net Assets Available for Appropriation at June 30, 2014 Unrestricted Net Position	92,937,994	590,400
 Plus: Fiscal Year 2015 Estimated Revenues	 37,920,150	 14,068,304
Less: Fiscal Year 2015 Estimated Expenditures	<u>(50,783,936)</u>	<u>(14,068,304)</u>
Net Assets Available for Appropriation at June 30, 2015 Unrestricted Net Position	<u>80,074,208</u>	<u>590,400</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 0.44 percent of the Highways Fund, have been included in the Approved Fiscal Year 2014-2015 Operating Budget.

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

**HARFORD COUNTY, MARYLAND
PERSONNEL SUMMARY**

	ENACTED FY 13				ENACTED FY 14				ENACTED FY 15			
	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	11.00	823,334			11.00	855,208			11.00	853,551		
Administration	60.00	3,056,626	3.75	98,053	62.00	3,149,548	3.00	80,206	64.00	3,234,776	3.00	80,206
Procurement	15.00	735,217			14.00	864,044			14.00	854,044		
Treasury	38.00	2,113,977	0.60	20,767	34.00	2,168,538	1.10	38,810	34.00	2,168,538	1.10	38,810
Law	15.00	1,354,579	0.80	51,701	15.00	1,401,175	0.80	53,769	15.00	1,420,122	0.80	53,769
Planning & Zoning	42.00	2,345,956			41.00	2,426,992			41.00	2,410,636		
Human Resources	9.00	549,690			7.00	487,991			7.00	452,481		
Community Services	38.00	2,254,490			38.00	2,288,068	1.00	53,292	39.00	2,300,919	0.50	24,960
Housing Agency	6.00	256,882			7.00	300,348			7.00	280,348		
Information & Communication Tech	27.00	1,724,032			29.00	1,832,845			29.00	1,777,917		
Sheriff's Office	510.00	30,417,163	5.25	153,862	520.00	31,237,285	5.25	159,978	522.00	31,208,945	6.35	193,497
Emergency Services	92.00	4,317,052			94.00	4,560,763			94.00	4,451,355		
Inspections, Licenses & Permits	40.00	2,181,845			39.00	2,246,669			39.00	2,252,384		
Public Works	24.00	1,199,879			24.00	1,258,446			24.00	1,182,005		
County Council	21.00	1,086,341	1.00	51,502	28.00	1,367,692			28.00	1,395,768		
Judicial	29.00	1,653,227			29.00	1,694,497			29.00	1,672,501		
State's Attorney	57.00	3,578,788			59.00	3,713,405			59.00	3,690,542		
Parks & Recreation	101.50	4,723,094	2.50	55,742	99.50	4,932,479	2.00	57,447	100.50	4,935,255	2.00	57,447
Conservation of Natural Resources	4.00	240,680			4.00	248,815			4.00	248,815		
Economic Development	17.00	1,127,770			17.00	1,160,030			17.00	1,166,932		
TOTAL GENERAL FUND	1,156.50	65,740,622	13.90	431,627	1,171.50	68,194,838	13.15	443,502	1,177.50	67,957,834	13.75	448,689
SOLID WASTE SERVICES												
Public Works	33.00	1,533,649	1.20	38,526	32.00	1,539,634	1.20	39,524	32.00	1,463,071	1.20	39,524
TOTAL SOLID WASTE SERVICES	33.00	1,533,649	1.20	38,526	32.00	1,539,634	1.20	39,524	32.00	1,463,071	1.20	39,524

**HARFORD COUNTY, MARYLAND
PERSONNEL SUMMARY**

	ENACTED FY 13				ENACTED FY 14				ENACTED FY 15			
	FULL TIME		PART TIME		FULL TIME		PART TIME		FULL TIME		PART TIME	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
HIGHWAYS FUND												
Procurement	2.00	121,556			2.00	126,418			2.00	126,418		
Public Works	206.00	10,407,066			194.00	9,826,498			194.00	9,718,875		
TOTAL HIGHWAYS FUND	208.00	10,528,622	0.00	0	196.00	9,952,916	0.00	0	196.00	9,845,293	0.00	0
WATER & SEWER FUND												
Treasury	9.00	466,393			9.00	501,687			9.00	485,802		
Public Works	170.00	9,023,468			171.00	9,288,759			172.00	9,207,126		
TOTAL WATER & SEWER FUND	179.00	9,489,861	0.00	0	180.00	9,790,446	0.00	0	181.00	9,692,928	0.00	0
STORMWATER MANAGEMENT FUND												
Public Works					12.00	862,904			12.00	814,015		
TOTAL STORMWATER MGT FUND	0.00	0	0.00	0	12.00	862,904	0.00	0	12.00	814,015	0.00	0
PARKS & RECREATION SPECIAL REVENUE FUND												
Parks and Recreation	2.50	142,040			2.50	147,721			2.50	147,721		
TOTAL P & R SPECIAL REVENUE FUND	2.50	142,040	0.00	0	2.50	147,721	0.00	0	2.50	147,721	0.00	0
AG PRESERVATION FUNDS												
Ag Preservation - State		30,000				30,000				30,000		
Ag Preservation - County	1.00	47,838			1.00	49,752			1.00	49,752		
TOTAL AG PRESERVATION FUNDS	1.00	77,838	0.00	0	1.00	79,752	0.00	0	1.00	79,752	0.00	0
TOTAL ALL FUNDS	1,580.00	87,512,632	15.10	470,153	1,595.00	90,568,211	14.35	483,026	1,602.00	90,000,614	14.95	488,213

FY 2015 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												
ADMINISTRATION												
Sustainability Administrative Specialist I	(1.00)	(39,900)	(66,579)									
Sub-total Sustainability	(1.00)	(39,900)	(66,579)	0.00	0	0	0.00	0	0	0.00	0	0
Risk Management Special Police Officer I	3.00	99,300	140,150									
Sub-total Risk Management	3.00	99,300	140,150	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL ADMINISTRATION	2.00	59,400	73,571	0.00	0	0	0.00	0	0	0.00	0	0
COMMUNITY SERVICES												
Director of Community Services Cultural Arts Board Coordinator							(0.50)	(28,602)	(34,711)			
Sub-total Director of Community Svcs	0.00	0	0	0.00	0	0	(0.50)	(28,602)	(34,711)	0.00	0	0
Community Development Administrative Budget Technician II*	1.00	26,787	42,320									
Sub-total Community Development	1.00	26,787	42,320	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL COMMUNITY SERVICES	1.00	26,787	42,320	0.00	0	0	(0.50)	(28,602)	(34,711)	0.00	0	0
*Administrative Budget Technician II offset 48% with Community Block Grant Funding in FY 15												

FY 2015 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												
Administration & Support												
Major				2.00	227,281	347,615						
Sergeant				(1.00)	(77,854)	(128,488)						
Corporal				0.00	(8,528)	4,010						
Captain				(2.00)	(230,797)	(360,695)						
Planning & Research Specialist				1.00	46,509	56,165						
Training Manager				1.00	83,928	91,881						
Electronic Services Technician				1.00	50,253	55,552						
Public Information Specialist				1.00	47,694	58,721						
Law Enforcement Records Technician II				0.00	17,638	20,363						
Sub-total Administration & Support	0.00	0	0	3.00	156,124	145,124	0.00	0	0	0.00	0	0
Patrol Operations												
Major				(2.00)	(104,965)	(138,279)						
Captain				1.00	0	(3,827)						
Lieutenant				1.00	89,794	145,551						
Sergeant				2.00	139,277	239,348						
Corporal				0.00	10,504	18,176						
Senior Deputy First Class				3.00	197,954	334,761						
Deputy First Class				(4.00)	(240,740)	(404,742)						
Law Enforcement Records Technician II				0.00	(21,674)	(20,746)						
Electronic Services Technician				(1.00)	(53,331)	(75,971)						
School Crossing Guard	1.00	30,472	38,028				1.10	33,519	32,459			
Sub-total Patrol Operations	1.00	30,472	38,028	0.00	16,819	94,271	1.10	33,519	32,459	0.00	0	0
Investigative Services												
Major				0.00	3,681	875						
Corporal				(1.00)	(93,954)	(155,787)						
Sergeant				0.00	0	(2,484)						
Senior Deputy First Class				0.00	(10,712)	(13,489)						
Deputy First Class				1.00	50,606	92,971						
Public Information Specialist				(1.00)	(47,694)	(75,766)						
Sub-total Investigative Services	0.00	0	0	(1.00)	(98,073)	(153,680)	0.00	0	0	0.00	0	0
Correctional Services												
Corrections Records Technician I				1.00	30,472	41,918						
Corrections Records Technician II				(1.00)	(52,062)	(77,227)						
Sub-total Correctional Services	0.00	0	0	0.00	(21,590)	(35,309)	0.00	0	0	0.00	0	0
Court Services												
Sergeant				0.00	(4,743)	(23,382)						
Senior Deputy First Class				(3.00)	(204,069)	(328,077)						
Deputy First Class*	1.00	0	0	3.00	178,818	295,072						
Deputy				(2.00)	(94,348)	(170,094)						
Sub-total Court Services	1.00	0	0	(2.00)	(124,342)	(226,481)	0.00	0	0	0.00	0	0
TOTAL SHERIFF'S OFFICE	2.00	30,472	38,028	0.00	(71,062)	(176,075)	1.10	33,519	32,459	0.00	0	0

* Position is 100% funded by Stop Gun Violence Grant

FY 2015 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
COUNTY COUNCIL												
Council Office												
Assistant Council Administrator (Unfunded)	(1.00)	0	0									
Sub-total Council Office	(1.00)	0	0	0.00	0	0	0.00	0	0	0.00	0	0
Office of County Auditor												
Auditor I	1.00	27,500	41,420					0	0			
Sub-total Office of County Auditor	1.00	27,500	41,420	0.00	0	0	0.00	0	0	0.00	0	0
TOTAL COUNTY COUNCIL	0.00	27,500	41,420	0.00	0	0	0.00	0	0	0.00	0	0
STATE'S ATTORNEY												
State's Attorney's Office												
Legal Assistant II				1.00	39,900	48,374						
Legal Assistant II				(1.00)	(58,381)	(88,202)						
Sub-total State's Atty Office	0.00	0	0	0.00	(18,481)	(39,828)	0.00	0	0	0.00	0	0
Family Justice Center												
Legal Clerk				1.00	27,500	38,415						
Legal Specialist I				(1.00)	(37,300)	(45,309)						
Sub-total Family Justice Center	0.00	0	0	0.00	(9,800)	(6,894)	0.00	0	0	0.00	0	0
TOTAL STATE'S ATTORNEY	0.00	0	0	0.00	(28,281)	(46,722)	0.00	0	0	0.00	0	0
PARKS & RECREATION												
Administration												
Administrative Assistant I	1.00	41,600	62,880									
Deputy Director of Parks & Recreation				1.00	81,000	104,210						
Sub-total Administration	1.00	41,600	62,880	1.00	81,000	104,210	0	0	0.00	0	0	0
Recreation Services												
Recreation Specialist V				(3.00)	(186,486)	(280,491)						
Sub-total Recreation Services	0.00	0	0	(3.00)	(186,486)	(280,491)	0.00	0	0	0.00	0	0
Parks & Facilities												
Recreation Specialist V				2.00	97,792	155,598						
Sub-total Parks & Facilities	0.00	0	0	2.00	97,792	155,598	0.00	0	0	0.00	0	0
TOTAL PARKS & RECREATION	1.00	41,600	62,880	0.00	(7,694)	(20,683)	0.00	0	0	0.00	0	0
TOTAL CHANGES TO GENERAL FUND	6.00	185,759	258,219	0.00	(107,037)	(243,480)	0.60	4,917	(2,252)	0.00	0	0

FY 2015 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												
Maintenance												
Administrative Assistant I	1.00	38,757	66,188	0.00	(12,157)	(17,406)						
Chief, Water & Sewer				0.00	(15,317)	(18,028)						
W/S Utility Worker IV												
Sub-total Maintenance	1.00	38,757	66,188	0.00	(27,474)	(35,434)	0.00	0	0	0.00	0	0
Wastewater Processing												
Instrumentation Technician				0.60	30,600	40,672						
Sub-total Wastewater Processing	0.00	0	0	0.60	30,600	40,672	0.00	0	0	0.00	0	0
Water Production												
Instrumentation Technician				0.40	20,400	27,115						
Plant Operator				(1.00)	(51,567)	(69,127)						
Sub-total Water Production	0.00	0	0	(0.60)	(31,167)	(42,012)	0.00	0	0	0.00	0	0
TOTAL PUBLIC WORKS	1.00	38,757	66,188	0.00	(28,041)	(36,774)	0.00	0	0	0.00	0	0
TOTAL CHANGES TO WATER & SEWER	1.00	38,757	66,188	0.00	(28,041)	(36,774)	0.00	0	0	0.00	0	0
TOTAL CHANGES TO ALL FUNDS	7.00	224,516	324,407	0.00	(135,078)	(280,254)	0.60	4,917	(2,252)	0.00	0	0

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HARFORD COUNTY
SPENDING AFFORDABILITY ADVISORY COMMITTEE
REPORT TO THE COUNTY EXECUTIVE
FOR FISCAL YEAR 2015

Members of the Committee

C. Joseph Kelly, Jr., Chair

Steven Wiseman
(Chamber of Commerce)

John H. Cain

Glenn E. Ross

Susie Comer

Frank Hajek

Ex-Officio
Lester Guthorn

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

Executive Summary

The Spending Affordability Advisory Committee ("Committee") has concluded that the continuing economic challenges have, 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 2014 to FY 2015 as the Committee expects growth of 2.1%. The Committee has projected Income Tax revenue to increase 4.0% from FY 2014 revised budget estimates to FY 2015 after growing a projected 4.2% from FY 2013 to FY 2014. As property values are beginning to stabilize in the County, the Committee believes property tax revenues should increase 0.4% from FY 2014 to FY 2015.

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

- Sequestration- At the time of our final meeting, Federal mandated budgets cuts were in process. These cuts were expected to impact the Department of Defense, a major employer in Harford County. The Committee believes a protracted period of these cuts will impact the income tax revenue of the County. The Committee lacked sufficient data to gauge an impact to the County budget, however, they recommend the County continue to monitor the situation and adjust the budget as needed.

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 unassigned fund balance or retained earnings
 - iv) Any other findings or recommendations the Committee considers appropriate.

In discharging its responsibilities pursuant to the Executive Order, the Committee was cognizant of the need for a Report which, when based purely upon the consensus findings and conclusions of the Committee, would be used as a tool by Harford County Government in assisting the budgeting as well as other processes. The resulting methodology is similar to that which has historically been utilized to predict anticipated revenue growth. The Committee primarily used publicly available data with realistic and recognized methodology in its analysis. The Committee had no preconceived intentions as to the findings or recommendations contained herein.

II. Methodology and Background

A. Methodology, Background and Data Studied

Since its inception in 1992, the Committee has been reporting under the County's Executive Order creating the Committee. We were very fortunate that the composition of the Committee consisted of six 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, 2014, provided by the Harford County Treasurer.
- Property tax collections, and estimates, for Harford County, through FY 2014 and 2015, provided by the Harford County Treasurer.
- Approved Harford County Annual Operating and Capital Budgets - In - Brief 2013-2014.
- Additional input from the County Treasurer as to the impact of the Maryland General Assembly recent actions and any pertinent information or estimates from the State Comptroller's office.

- The County Debt Management Policy dated April 13, 2010 and a debt burden analysis for years 2012-2019 as prepared by the Treasurer's office.
- The County FY 2013 CAFR.

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 2014 and FY 2015 from these two revenue sources.

Due to a lack of historical patterns, the Committee presumed no significant changes in other revenue sources, such as licensing, permit, investment income (note: as these are becoming more significant, the Committee does recommend future committees consider the impact of these other fees), and miscellaneous fees, or in miscellaneous State funding, such as police or law enforcement aid. The Committee also considered no increases, or decreases, in federal or state funding. The Committee specifically cites the existence of \$21.97 million in appropriated fund balance from the FY 2013 audit and \$2.0 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 2014 General Fund Budget as a necessary step in carrying out its charge to recommend a FY 2015 spending level. It was necessary to adjust the FY 2014 General Fund Budget to reflect the reduction of the appropriated fund balance

equal to \$21.97 million and a further reduction of \$2.0 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 2014 General Fund Budget of \$487.7 million.

C. Debt Authorization

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

The Committee reviewed the Debt Affordability Ratios provided by the Debt Management Policy and their impact on the expected debt level in FY 2014 Budgeted level and FY 2015 Projected:

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

We do not have an estimate of the personal income for FY 2014. The most recent data is calendar year 2011, and Harford County's per capita personal income was \$49,329. Using this figure and the projected debt level for FY 2014 and FY 2015, this ratio would be

3.68% for FY 2014 and 3.78% for 2015. Both of these figures are well below the cap imposed by the County policy. The County should consider whether this is a relevant metric to be used. Analytically, this ratio would have some value in assessing the debt burden of the County. Unfortunately, information on personal income is delayed as much as two, or more, years.

- The County aims to maintain a level of debt not to exceed \$2,500 per capita. Projected FY 2014 level is expected to be \$1,817 and \$1,865 for FY 2015.
- The County aims to maintain a debt level under 2.3% of the full cash value of assessable property in the County. The projected level for FY 2014 is 1.7% and 1.7% for FY 2015.
- The County aims to have debt service not exceed 10% of budgeted general fund expenditures. Projected FY 2014 level is 8.6% and 8.5% for FY 2015.

The Committee believes the proposed level of debt for Fiscal Year 2015 is reasonable. The County will be comfortably within its guidelines and this appears to be a conservative position in our view. Care should be taken to revisit the guidelines periodically to make sure they are still relevant, prudent, and allow the most reasonable use of debt for proper public purposes. Since most of the County debt is publicly issued, additional consideration needs to be given to the requirements of the public debt rating agencies and bond investors. The Committee finds additional comfort in the recent reaffirmation of the County's strong public debt ratings as a testament to the sound fiscal policies employed by the County. Fitch and Moody's have continued to award the County their highest ratings (AAA and Aaa) and Standard & Poor's has recently upgraded the County from AA+ to AAA. Harford County is now in a select group of government issuers with the

highest ratings from the 3 major rating organizations. The Committee recognizes this as a significant achievement, especially in these challenging economic times, and believes this further stands as a testament to the strong fiscal policies employed by the County.

While the Committee recognizes the County's obvious strength in the management of the debt service levels with regard to the General Fund, the Committee would be remiss in ignoring potential impacts to the General Fund from other sources. The Water and Sewer Operating Fund was established as a self-sustaining utility to provide for water and sewer services for Harford County. Revenue from users covers costs of providing these services. However, the Committee is aware that the Water and Sewer Operating Fund may incur payments for debt service before repayment by consumers is realized. The General Fund must be used to satisfy any unpaid debt service in that fund should such a situation ever arise.

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

D. Fund Balance

The Committee reviewed the County's practice of maintaining an unassigned fund balance of approximately five percent of the annual General Operating Fund Budget. The reader should note that, in practice, the County actually assigns the money and creates a "Fiscal Stabilization Fund". This reserve holds funds that could be used by the County to fund revenue shortfalls, only by legislative action. The Committee endorses maintaining this practice for a number of reasons.

First, the five percent unassigned 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 creditworthiness, some of the rating agencies have cited the fund balance as a source of financial strength, but cautioned against future declines in fund balance, which, in their estimation, could possibly place the County on Credit Watch for a potential downgrade in its rating.

The Committee believes ending unassigned fund balance in excess of \$10,000,000 and in excess of five percent should, under normal circumstances, be applied to subsequent budget years.

III. Recommendations

General Fund Budget

Based upon our review and analysis of procedures already outlined, the Committee recommends that the FY 2015 General Fund Budget increase the FY 2014 Net Adjusted General Fund Budget, of \$487.7 million, by 2.1%. This represents approximately \$498.0 million in ongoing revenues for FY 2015. 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 continuing housing recession, it was noted that we could

expect a slight improvement over the original budget for FY 2014 projecting a reduction of property taxes of 1.0%, with a modest projected increase of approximately 0.4% for FY 2015. The Committee noted a projected rise in the income tax revenue of 4.2% for FY 2014 and 4.0% rise for FY 2015. The Committee expects that trend to continue as the economy recovers. The Committee recommends the County continue to monitor the possible effects of the pending Federal Budget cuts (the “Sequestration”) as they move forward with the FY 2015 budget.

Debt Authorization

The Committee spent time discussing the County debt authorization, reviewing the Debt Management Policy (dated April 2010), and the expected debt levels in future years. The Policy appears to place reasonable parameters on the issuance of debt by the County. A review of expected levels of debt from FY 2012, through FY 2019, indicated the County remained comfortably within the debt metrics imposed by the Policy.

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 unassigned fund balance (Fiscal Stabilization Fund) be maintained at five percent of the General Fund Operating Budget.

Additional Recommendations

The Committee believes that its recommendations and forecasts should be reviewed and tested at fiscal year-end 2014 and throughout FY 2015 as it prepares its recommendations for FY 2016. This is particularly important as there continues to be uncertainty in the economy and with the Federal and State budgets. Revisions in revenue estimates prepared by State or County agencies, or supplemental budget authorizations occurring after the date of our report, may require adjustment to these recommendations.

Typically, this Committee's focus has been on income tax revenues and property tax revenues. We have typically assumed static balances in the other budget areas but have tried to make the County aware of any significant areas of concern. The rapid drop in market interest rates has 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 2015.

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. On a positive note, the Committee estimates property tax revenue will increase a projected 0.4% in FY 2015.

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

Some further recommendations of the Committee include the following:

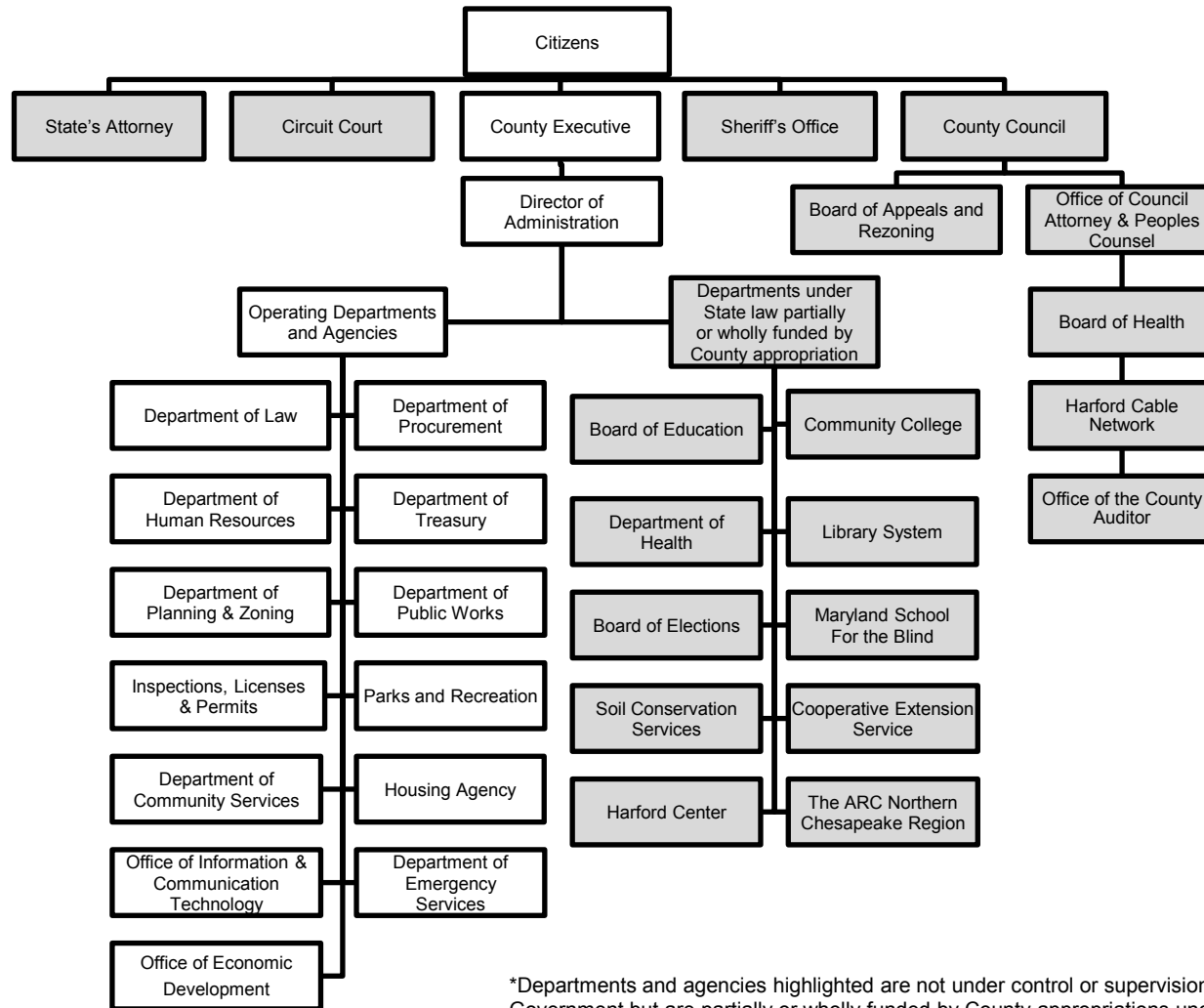
1. The County should continue to review its Enterprise funds to ensure the underlying enterprise is self supporting and not at risk of becoming dependent on funding from the General Fund.
2. The County budget could be materially impacted by the effects of the Federal budget Sequestration should it continue for a protracted period of time. The situation should be monitored closely and any appropriate budget adjustments made in a timely manner.

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, Rick Pernas, Deputy County 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.

March 25, 2014

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.

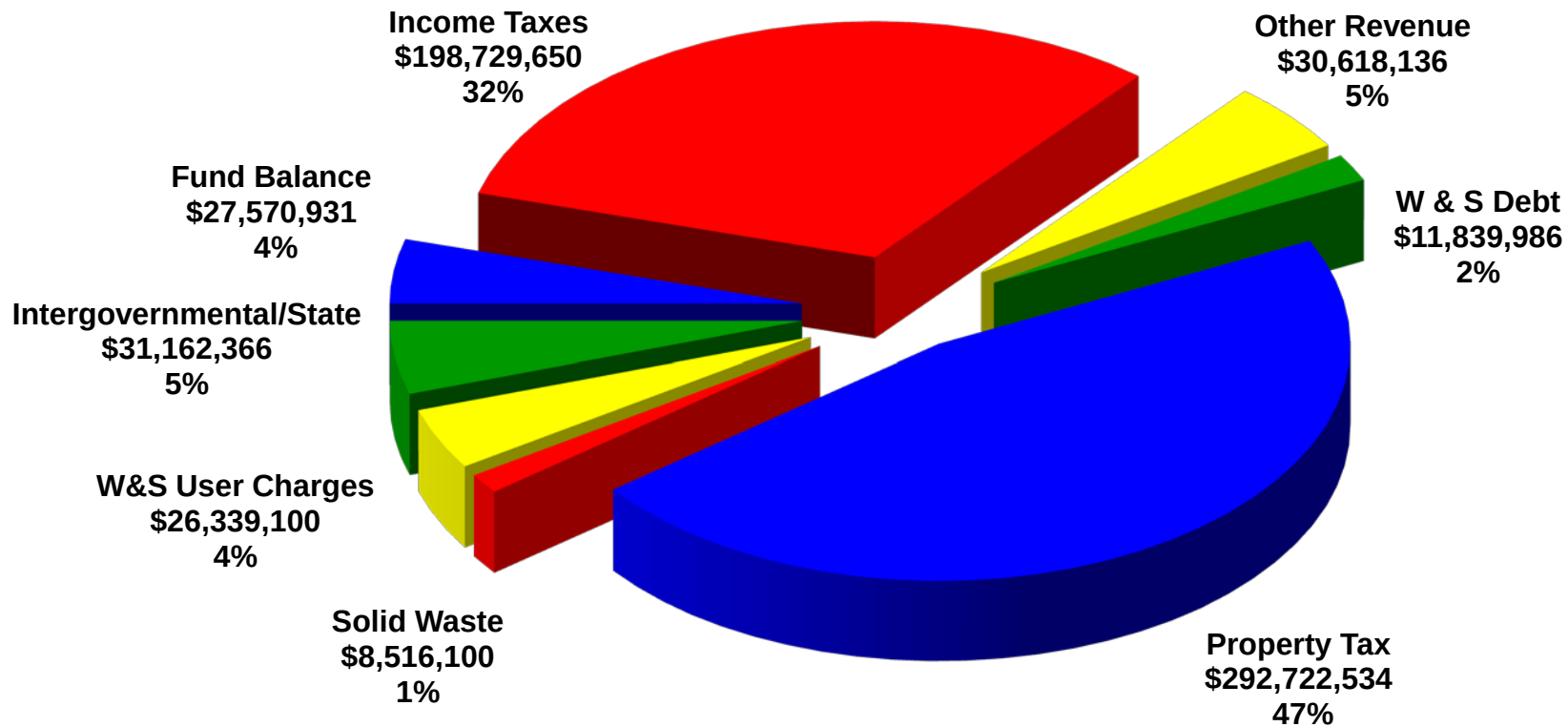
**FY 15 APPROVED ALL FUNDS
REVENUE BREAKDOWN**

PROPERTY TAXES:	47%	292,722,534	INCOME TAX	32%	198,729,650
Real & Personal	290,779,376				
Transfer Tax	5,600,000		W & S USER CHARGES	4%	26,339,100
Stormwater Mgt Fee	1,046,316				
Special Tax	1,099,000				
Deductions	(5,802,158)				
INTERGOVERNMENTAL/STATE:	5%	31,162,366	W & S DEBT SERVICE:	2%	11,839,986
Recordation/Transfer Tax	16,035,226		Development	4,173,066	
Pro Rata	228,103		Capital Assessment	5,317,100	
Highways Users Tax	1,203,501		Capital Connections	2,028,050	
Other	13,695,536		Other	321,770	
FUND BALANCE/UNRESTRICTED NET ASSETS:	4%	27,570,931	OTHER REVENUE:	5%	30,618,136
General Fund Balance	2,316,854		Licenses/Permits	3,758,200	
County - Ag Preservation	1,321,968		Service Charges	3,702,730	
P & R Special Revenues	244,323		Fines & Forfeitures	117,600	
Unrestricted Net Position	12,863,786		Miscellaneous	14,196,849	
Contributed Capital	10,824,000		Capital Recovery	2,206,000	
			Other Taxes	4,826,400	
			Investment Income	1,810,357	
SOLID WASTE:	1%	8,516,100			
Waste to Energy	8,516,100				

TOTAL ALL FUNDS REVENUES	627,498,803

ALL FUNDS REVENUES

Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$627,498,803

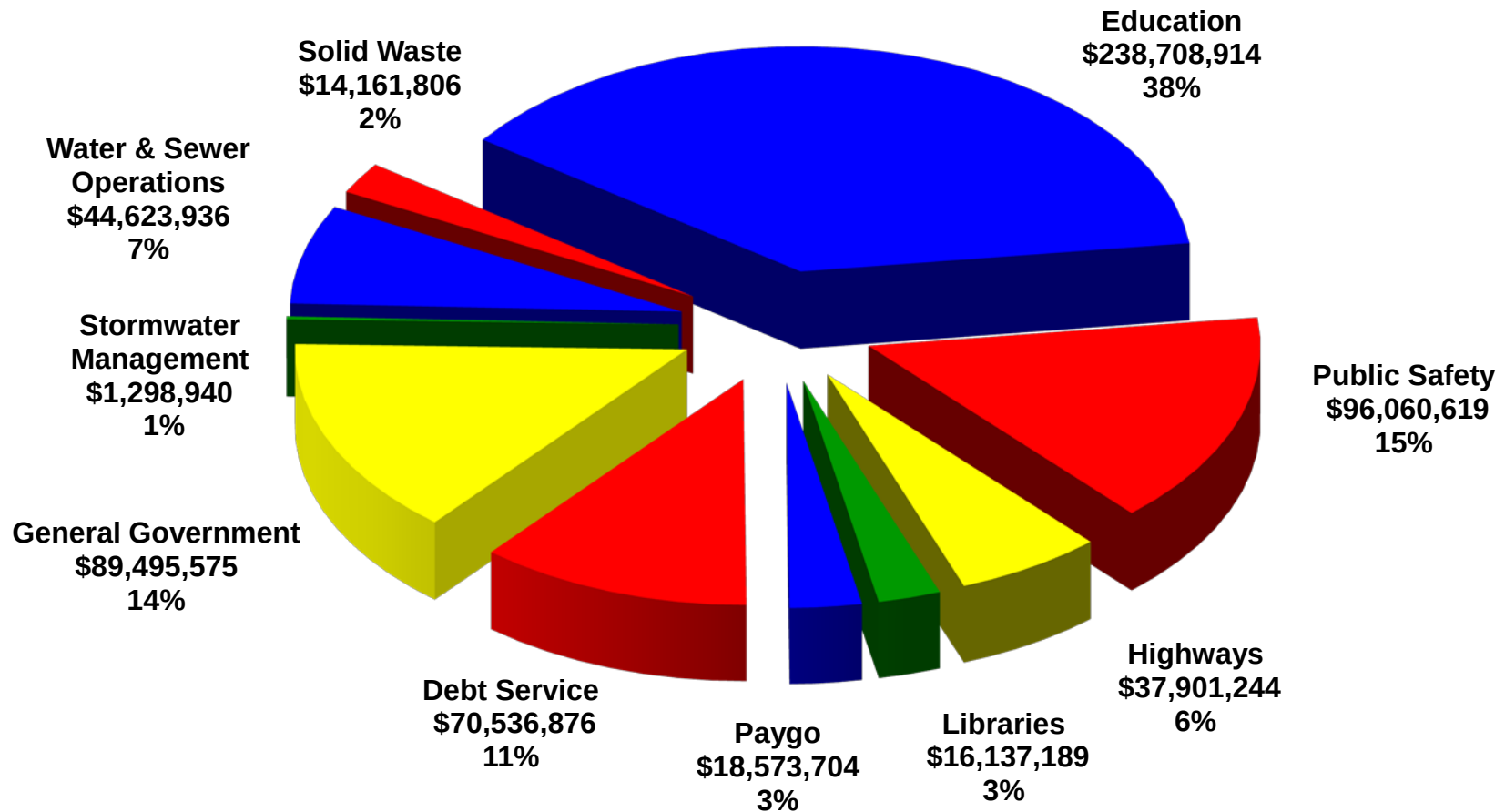


**FY 15 APPROVED ALL FUNDS
APPROPRIATIONS BREAKDOWN**

GENERAL GOVERNMENT:	14%	89,495,575	EDUCATION:	38%	238,708,914
County Executive	2,034,360		Board of Education	36%	223,667,302
Administration	7,406,130		Harford Community College	2%	14,961,612
Procurement	4,424,077		School for the Blind		80,000
Treasury	3,423,593				
Law	2,072,286		PUBLIC SAFETY:	15%	96,060,619
Planning & Zoning	8,552,677		Sheriff		69,145,482
Human Resources	2,714,487		Emergency Services		10,609,195
Community Services	7,944,388		Volunteer Fire Companies		6,724,642
Handicapped Care Centers	2,298,730		EMS Foundation		2,647,814
Health	3,628,318		Inspections, Licenses & Permits		3,599,596
Housing	512,075		Environmental Services		2,583,890
Info & Communication Technology	6,483,996		Humane Society		750,000
Council	2,827,676				
Judicial	2,979,093		HIGHWAYS:	6%	37,901,244
State's Attorney	5,734,392		Fleet Management		8,021,857
Elections	2,081,239		Personnel Matters		317,343
Parks & Recreation	10,742,293		Public Works		28,035,811
Natural Resources	644,692		Benefits		1,326,233
Economic Development	2,557,056		Contingency Reserve		200,000
Benefits	5,740,468				
Appropriation to Towns	3,503,549		LIBRARIES	3%	16,137,189
Appropriation to State	1,040,000				
Rural Legacy Program	50,000		PAYGO:	3%	18,573,704
Contingency Reserve	100,000		General - Capital Improvements		5,011,680
			Highways - Capital Improvements		7,000,000
WATER & SEWER OPERATIONS:	7%	44,623,936	Water & Sewer - Capital Improvements		6,160,000
Treasury	1,161,537		Parks & Recreation SR-Capital Improvements		150,000
Personnel Matters	249,210		Grant to Stormwater Management Fund		252,024
Public Works	42,651,586				
Benefits	561,603		DEBT SERVICE:	11%	70,536,876
			General		48,714,947
SOLID WASTE MANAGEMENT:	2%	14,161,806	AG Preservation - County		5,964,799
Public Works	14,161,806		Highways		688,826
			Water & Sewer Debt Service		14,068,304
STORMWATER MANAGEMENT:	1%	1,298,940	TIF Debt Service		1,100,000
Public Works	1,298,940				

TOTAL ALL FUNDS APPROPRIATIONS	627,498,803

**ALL FUNDS
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$627,498,803**



ALL FUNDS SUMMARY

ALL FUNDS SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	148,935,980	148,480,356	150,797,524	152,938,672	152,988,672
20 CONTRACTUAL SERVICES	43,748,282	46,923,906	55,138,458	55,737,410	55,762,410
30 SUPPLIES & MATERIALS	11,756,776	12,526,485	15,726,194	15,203,860	15,203,860
40 BUSINESS & TRAVEL	8,902,712	8,676,473	9,578,564	9,778,769	9,778,769
50 CAPITAL OUTLAY	11,631,157	6,797,441	1,242,224	6,317,172	6,317,172
60 DEBT SERVICE	81,414,250	141,972,824	80,681,314	70,324,876	70,324,876
70 MISCELLANEOUS	309,317,917	332,881,833	326,586,274	316,671,909	317,101,909
80 INTER-GOVERNMENTAL/INTER-FUND	542,742	331,442	641,460	21,135	21,135
GRAND TOTAL	616,249,816	698,590,760	640,392,012	626,993,803	627,498,803

SUMMARY BY FUND:

11 GENERAL	486,009,609	559,346,200	496,925,918	487,981,824	488,486,824
25 HIGHWAYS	47,626,176	53,338,587	49,402,491	45,590,070	45,590,070
26 PARKS AND RECREATION	783,010	843,133	884,233	1,108,823	1,108,823
27 AG PRESERVATION - COUNTY	11,665,300	8,670,588	6,176,219	10,850,100	10,850,100
28 AG PRESERVATION - STATE	32,267	46,003	80,000	50,000	50,000
29 STORMWATER MANAGEMENT	0	0	1,259,991	1,298,940	1,298,940
31 TAX INCREMENT FINANCING	829,371	1,075,361	9,525,461	1,100,000	1,100,000
51 WATER & SEWER OPERATING	39,606,472	46,419,794	47,220,940	50,783,936	50,783,936
53 WATER & SEWER DEBT SERVICE	15,016,747	15,016,070	14,118,789	14,068,304	14,068,304
55 SOLID WASTE SERVICES	14,680,864	13,835,024	14,797,970	14,161,806	14,161,806
GRAND TOTAL	616,249,816	698,590,760	640,392,012	626,993,803	627,498,803

ALL FUNDS SUMMARY

ALL FUNDS SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DEPARTMENT:</u>					
01 COUNTY EXECUTIVE	1,881,681	1,864,736	2,185,846	2,034,360	2,034,360
02 ADMINISTRATION	6,992,773	6,945,931	7,525,155	7,406,130	7,406,130
03 PROCUREMENT	10,553,001	10,836,068	12,566,455	12,445,934	12,445,934
04 TREASURY	4,643,997	4,661,214	4,257,825	4,585,130	4,585,130
05 LAW	1,863,138	2,105,105	2,043,809	2,072,286	2,072,286
06 PLANNING AND ZONING	11,265,101	6,266,604	4,603,536	8,552,677	8,552,677
08 HUMAN RESOURCES	3,400,933	2,501,485	1,789,131	3,281,040	3,281,040
09 COMMUNITY SERVICES	6,891,406	6,948,764	7,877,026	7,944,388	7,944,388
14 HANDICAPPED CARE CENTERS	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
16 HEALTH	4,029,330	4,028,316	4,028,318	3,628,318	3,628,318
17 HOUSING AGENCY	456,183	481,283	524,311	512,075	512,075
18 INFORMATION & COMMUNICATION TECHNOLOGY	3,640,717	4,203,837	5,866,211	6,483,996	6,483,996
21 SHERIFF'S OFFICE	67,761,568	68,937,363	68,982,871	69,145,482	69,145,482
22 EMERGENCY SERVICES	20,534,995	20,538,297	20,158,276	19,976,651	19,981,651
26 INSPECTIONS, LICENSES & PERMITS	4,053,556	4,071,746	3,586,050	3,599,596	3,599,596
30 PUBLIC WORKS	77,662,016	81,308,126	85,519,239	88,732,033	88,732,033
40 COUNTY COUNCIL	2,506,627	2,679,867	2,743,901	2,827,676	2,827,676
41 JUDICIAL	2,974,114	2,952,452	2,957,493	2,979,093	2,979,093
43 STATE'S ATTORNEY	5,694,863	5,798,826	5,722,949	5,734,392	5,734,392
48 ELECTIONS	1,442,129	1,594,610	2,012,347	2,081,239	2,081,239
54 BOARD OF EDUCATION	217,972,155	219,821,368	221,300,729	223,667,302	223,667,302
56 HARFORD COMMUNITY COLLEGE	14,961,612	14,961,612	14,961,612	14,961,612	14,961,612
57 MARYLAND SCHOOL FOR THE BLIND	71,250	53,288	80,000	80,000	80,000
58 LIBRARIES	15,692,144	16,054,666	16,158,310	16,137,189	16,137,189
59 PARKS AND RECREATION	10,446,278	10,850,135	10,795,073	10,742,293	10,742,293
63 CONSERVATION OF NATURAL RESOURCES	511,599	590,525	639,378	644,692	644,692
65 ECONOMIC DEVELOPMENT	2,173,052	2,451,283	2,455,687	2,532,056	2,557,056
66 DEBT SERVICE	81,581,710	142,137,755	80,935,314	70,536,876	70,536,876
67 INSURANCE	0	1,706,233	1,627,698	0	0
68 BENEFITS	6,177,956	4,392,385	7,024,346	7,578,304	7,628,304
70 PAYGO/APPROPRIATION TO TOWNS	26,115,202	44,548,150	36,864,386	23,492,253	23,917,253
90 RESERVE FOR CONTINGENCIES	0	0	300,000	300,000	300,000
GRAND TOTAL	616,249,816	698,590,760	640,392,012	626,993,803	627,498,803
SUMMARY OF GRANT BUDGET					3,082,245

ALL FUNDS SUMMARY

ALL FUNDS SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY REVENUE SOURCE:</u>					
PROPERTY TAXES	299,459,167	293,316,242	289,272,646	292,722,534	292,722,534
INCOME TAXES	179,177,637	183,317,187	190,600,000	198,729,650	198,729,650
W & S USER CHARGES	24,566,811	25,469,848	26,159,625	26,339,100	26,339,100
WASTE TO ENERGY PLANT	9,006,799	9,409,465	8,420,900	8,516,100	8,516,100
W & S DEBT SERVICE	11,014,549	11,618,319	11,964,200	11,839,986	11,839,986
INTERGOVERNMENTAL/STATE-SHARED	28,352,333	36,205,798	30,775,277	31,162,366	31,162,366
INVESTMENT INCOME	5,774,973	(431,616)	1,298,391	1,810,357	1,810,357
FUND BAL APPROP/UNRESTRICTED NET POSITION	0	0	47,779,823	27,065,931	27,570,931
OTHER REVENUE	42,774,222	99,901,620	34,121,150	28,807,779	28,807,779
GRAND TOTAL	<u>600,126,491</u>	<u>658,806,863</u>	<u>640,392,012</u>	<u>626,993,803</u>	<u>627,498,803</u>

FY 15 Approved Budget	\$627,498,803
FY 14 Approved Budget	\$640,392,012
\$ decrease	(\$12,893,209)
% decrease	(2.01%)

GENERAL

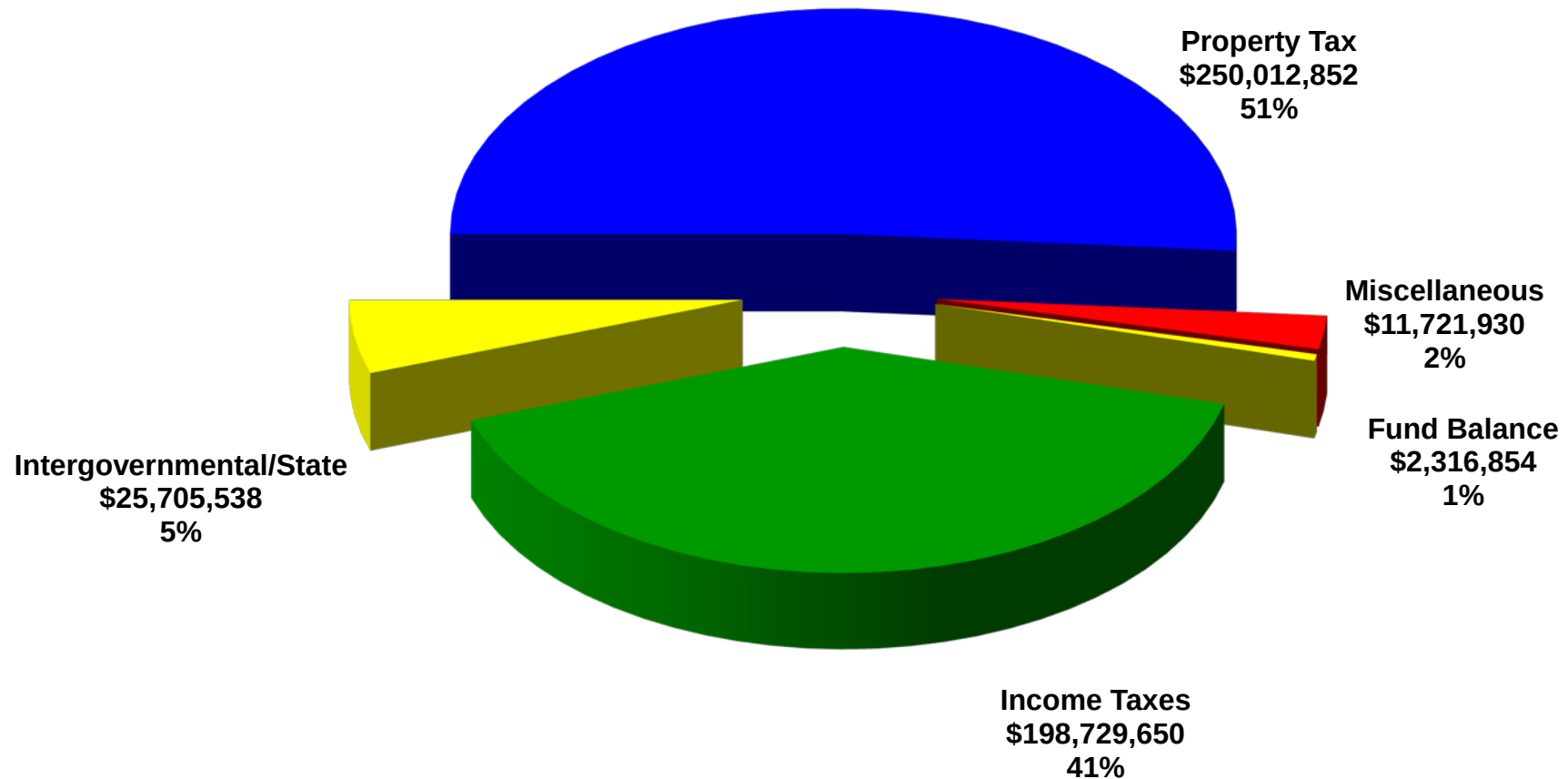
FY 15 APPROVED GENERAL FUND REVENUE BREAKDOWN

PROPERTY TAX:	51%	250,012,852	INCOME TAX	41%	198,729,650
Real & Personal	255,342,658				
Deductions	(5,329,806)		FUND BALANCE	1%	2,316,854
MISCELLANEOUS:	2%	11,721,930	INTERGOVERNMENTAL/STATE:	5%	25,705,538
Other Taxes	4,826,400		Intergovernmental	3,726,234	
Service Charges	1,987,630		Intra-County	3,663,824	
Fines & Forfeitures	102,600		Pro Rata	4,054,988	
Miscellaneous Revenues	836,400		Recordation	8,133,078	
Investment Income	220,500		Transfer	6,127,414	
Licenses & Permits	3,748,400				

TOTAL GENERAL FUND REVENUES

488,486,824

GENERAL FUND REVENUES
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$488,486,824



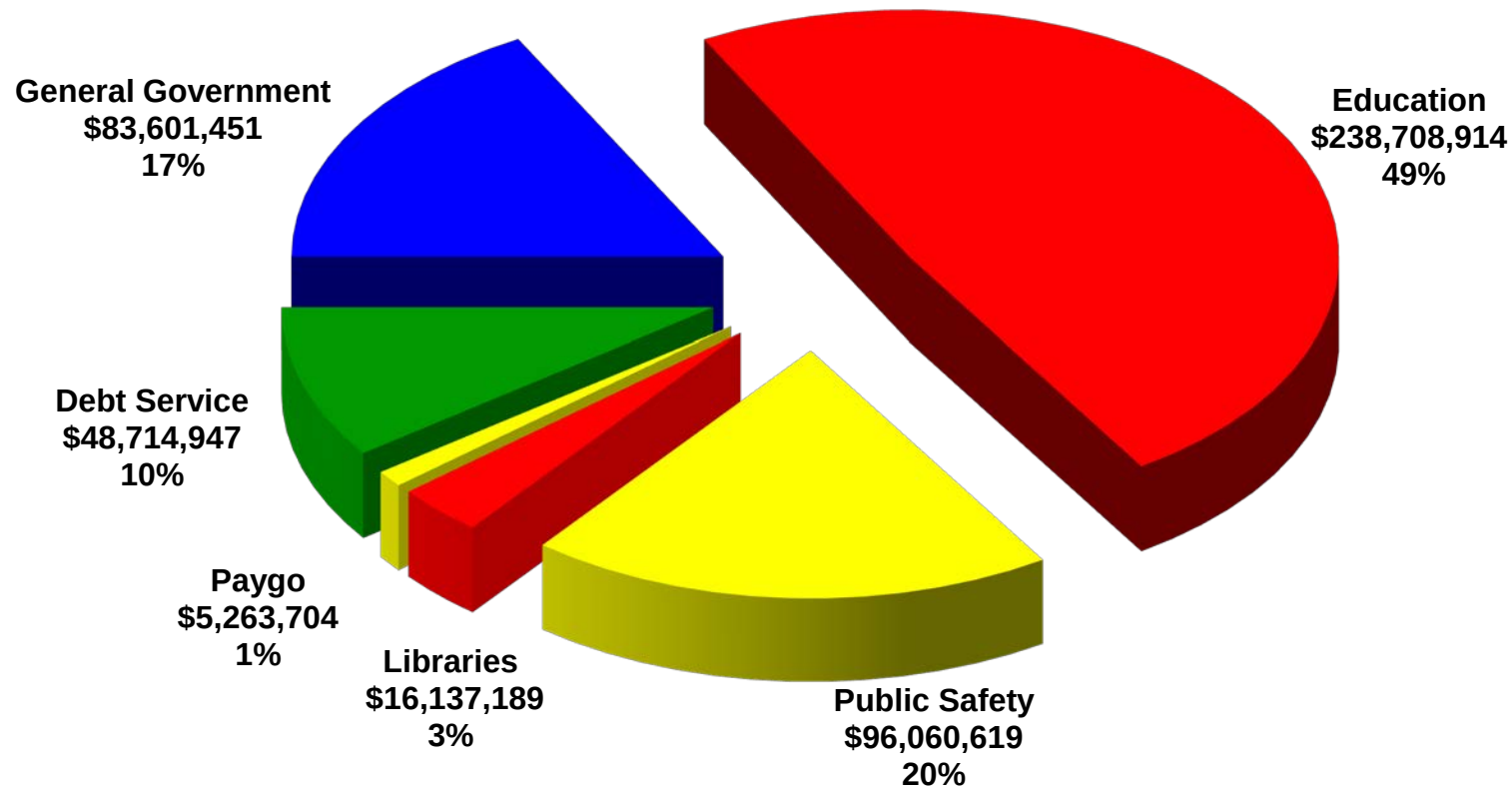
**FY 15 APPROVED GENERAL FUND
APPROPRIATIONS BREAKDOWN**

GENERAL GOVERNMENT:	17%	83,601,451	EDUCATION:	49%	238,708,914
County Executive	2,034,360		Board of Education	46%	223,667,302
Administration	7,406,130		Harford Community College	3%	14,961,612
Procurement	4,424,077		School for the Blind		80,000
Treasury	3,423,593				
Law	2,072,286				
Planning & Zoning	3,617,376		PUBLIC SAFETY:	20%	96,060,619
Human Resources	2,714,487		Sheriff		69,145,482
Community Services	7,944,388		Emergency Services		10,609,195
Handicapped Care Centers	2,298,730		Volunteer Fire Companies		6,724,642
Health	3,628,318		EMS Foundation		2,647,814
Housing	512,075		Inspections, Licenses & Permits		3,599,596
Info. & Communication Technology	6,483,996		Environmental Services		2,583,890
Council	2,827,676		Humane Society		750,000
Judicial	2,979,093				
State's Attorney	5,734,392		LIBRARIES	3%	16,137,189
Elections	2,081,239				
Parks & Recreation	9,783,470		PAYGO:	1%	5,263,704
Natural Resources	644,692		Capital Improvements		5,011,680
Economic Development	2,557,056		Grant to Stormwater Management Fund		252,024
Benefits	5,740,468				
Appropriation to Towns	3,503,549		DEBT SERVICE	10%	48,714,947
Appropriation to State	1,040,000				
Rural Legacy Program	50,000				
Contingency Reserve	100,000				

TOTAL GENERAL FUND APPROPRIATIONS

488,486,824

**GENERAL FUND
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$488,486,824**



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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	112,816,715	113,204,620	115,124,737	117,221,537	117,271,537
20	CONTRACTUAL SERVICES	23,253,123	25,794,108	30,382,648	29,836,175	29,861,175
30	SUPPLIES & MATERIALS	3,899,905	4,533,426	4,649,834	4,766,595	4,766,595
40	BUSINESS & TRAVEL	3,325,120	3,160,762	3,712,744	3,637,214	3,637,214
50	CAPITAL OUTLAY	3,543,182	2,657,659	273,084	284,222	284,222
60	DEBT SERVICE	57,654,832	117,109,496	49,250,618	48,664,947	48,664,947
70	MISCELLANEOUS	281,500,110	292,871,927	293,517,368	283,555,774	283,985,774
80	INTER-GOVERNMENTAL/INTER-FUND	16,622	14,202	14,885	15,360	15,360
GRAND TOTAL		<u>486,009,609</u>	<u>559,346,200</u>	<u>496,925,918</u>	<u>487,981,824</u>	<u>488,486,824</u>

GENERAL FUND

FUND SUMMARY:

		AUDITED	AUDITED	ORIGINAL	EXECUTIVE	
		FY 12	FY 13	BUDGET	PROPOSED	ENACTED
				FY 14	FY 15	FY 15
<u>SUMMARY BY DEPARTMENT:</u>						
01	COUNTY EXECUTIVE	1,881,681	1,864,736	2,185,846	2,034,360	2,034,360
02	ADMINISTRATION	6,992,773	6,945,931	7,525,155	7,406,130	7,406,130
03	PROCUREMENT	3,651,101	3,884,699	4,240,912	4,424,077	4,424,077
04	TREASURY	3,848,829	3,889,800	3,412,157	3,423,593	3,423,593
05	LAW	1,863,138	2,105,105	2,043,809	2,072,286	2,072,286
06	PLANNING & ZONING	3,846,332	3,779,821	3,670,712	3,617,376	3,617,376
08	HUMAN RESOURCES	2,775,846	1,968,955	1,306,026	2,714,487	2,714,487
09	COMMUNITY SERVICES	6,891,406	6,948,764	7,877,026	7,944,388	7,944,388
14	HANDICAPPED CARE CENTERS	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
16	HEALTH	4,029,330	4,028,316	4,028,318	3,628,318	3,628,318
17	HOUSING AGENCY	456,183	481,283	524,311	512,075	512,075
18	INFORMATION & COMM TECHNOLOGY	3,640,717	4,203,837	5,866,211	6,483,996	6,483,996
21	SHERIFF'S OFFICE	67,761,568	68,937,363	68,982,871	69,145,482	69,145,482
22	EMERGENCY SERVICES	19,528,551	20,088,297	20,158,276	19,976,651	19,981,651
26	INSPECTIONS, LICENSES & PERMITS	4,053,556	4,071,746	3,586,050	3,599,596	3,599,596
30	PUBLIC WORKS	2,538,173	2,488,673	2,567,218	2,583,890	2,583,890
40	COUNTY COUNCIL	2,506,627	2,679,867	2,743,901	2,827,676	2,827,676
41	JUDICIAL	2,974,114	2,952,452	2,957,493	2,979,093	2,979,093
43	STATE'S ATTORNEY	5,694,863	5,798,826	5,722,949	5,734,392	5,734,392
48	ELECTIONS	1,442,129	1,594,610	2,012,347	2,081,239	2,081,239
54	BOARD OF EDUCATION	217,972,155	219,821,368	221,300,729	223,667,302	223,667,302
56	HARFORD COMMUNITY COLLEGE	14,961,612	14,961,612	14,961,612	14,961,612	14,961,612
57	MARYLAND SCHOOL FOR THE BLIND	71,250	53,288	80,000	80,000	80,000
58	LIBRARIES	15,692,144	16,054,666	16,158,310	16,137,189	16,137,189
59	PARKS & RECREATION	9,663,268	10,007,002	9,910,840	9,783,470	9,783,470
63	CONSERVATION OF NAT'L RESOURCES	511,599	590,525	639,378	644,692	644,692
65	ECONOMIC DEVELOPMENT	2,173,052	2,451,283	2,455,687	2,532,056	2,557,056

GENERAL FUND

FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DEPARTMENT (CONT'D):</u>					
66 DEBT SERVICE	57,668,150	117,128,499	49,320,618	48,714,947	48,714,947
67 INSURANCE	0	1,063,401	1,010,872	0	0
68 BENEFITS	4,441,353	3,212,730	5,267,380	5,690,468	5,740,468
70 MISCELLANEOUS	14,179,379	22,990,015	22,010,174	10,182,253	10,607,253
90 RESERVE FOR CONTINGENCIES	0	0	100,000	100,000	100,000
GRAND TOTAL	486,009,609	559,346,200	496,925,918	487,981,824	488,486,824

SUMMARY BY REVENUE SOURCE:

PROPERTY TAXES	258,732,771	252,282,878	248,593,893	250,012,852	250,012,852
INCOME TAXES	179,177,637	183,317,187	190,600,000	198,729,650	198,729,650
LICENSES & PERMITS	3,596,093	3,630,620	3,468,900	3,748,400	3,748,400
INTERGOVERNMENTAL	3,891,130	3,313,001	2,908,814	3,726,234	3,726,234
SERVICE CHARGES	1,890,265	2,004,637	1,844,800	1,987,630	1,987,630
FINES & FORFEITURES	117,432	127,271	102,300	102,600	102,600
INVESTMENT INCOME	336,006	332,225	322,100	220,500	220,500
MISCELLANEOUS REVENUES	15,401,206	78,213,010	5,340,200	5,662,800	5,662,800
RECORDATION/TRANSFER TAX	11,381,984	18,258,301	13,600,000	14,260,492	14,260,492
INTRA-COUNTY TRANSFERS	9,227,617	10,010,726	8,168,446	7,718,812	7,718,812
FUND BALANCE APPROPRIATION	0	0	21,976,465	1,811,854	2,316,854
GRAND TOTAL	483,752,141	551,489,856	496,925,918	487,981,824	488,486,824

GENERAL FUND

FINANCIAL NOTES:

FY 15 Approved Budget	488,486,824
FY 14 Approved Budget	496,925,918
\$ decrease	(8,439,094)
% decrease	(1.70%)

FY 14	FY 15	CHANGE
248,593,893	250,012,852	1,418,959

EXPLANATION OF INCREASE/DECREASE - REVENUES

PROPERTY TAXES:

FY 15 Approved Budget	250,012,852	51.18% of the FY 15 General Fund
FY 14 Approved Budget	248,593,893	50.03% of the FY 14 General Fund
\$ increase	1,418,959	
% increase	0.57%	

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

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

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

The County's property tax rate for FY 15 is \$0.8937 per \$100 of assessed value for properties. This is a decrease of \$0.0023 from the FY 14 rate.

We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, and next two upcoming tax years. The second source of information is building permit activity reports, transfer tax reports, and real estate sales information.

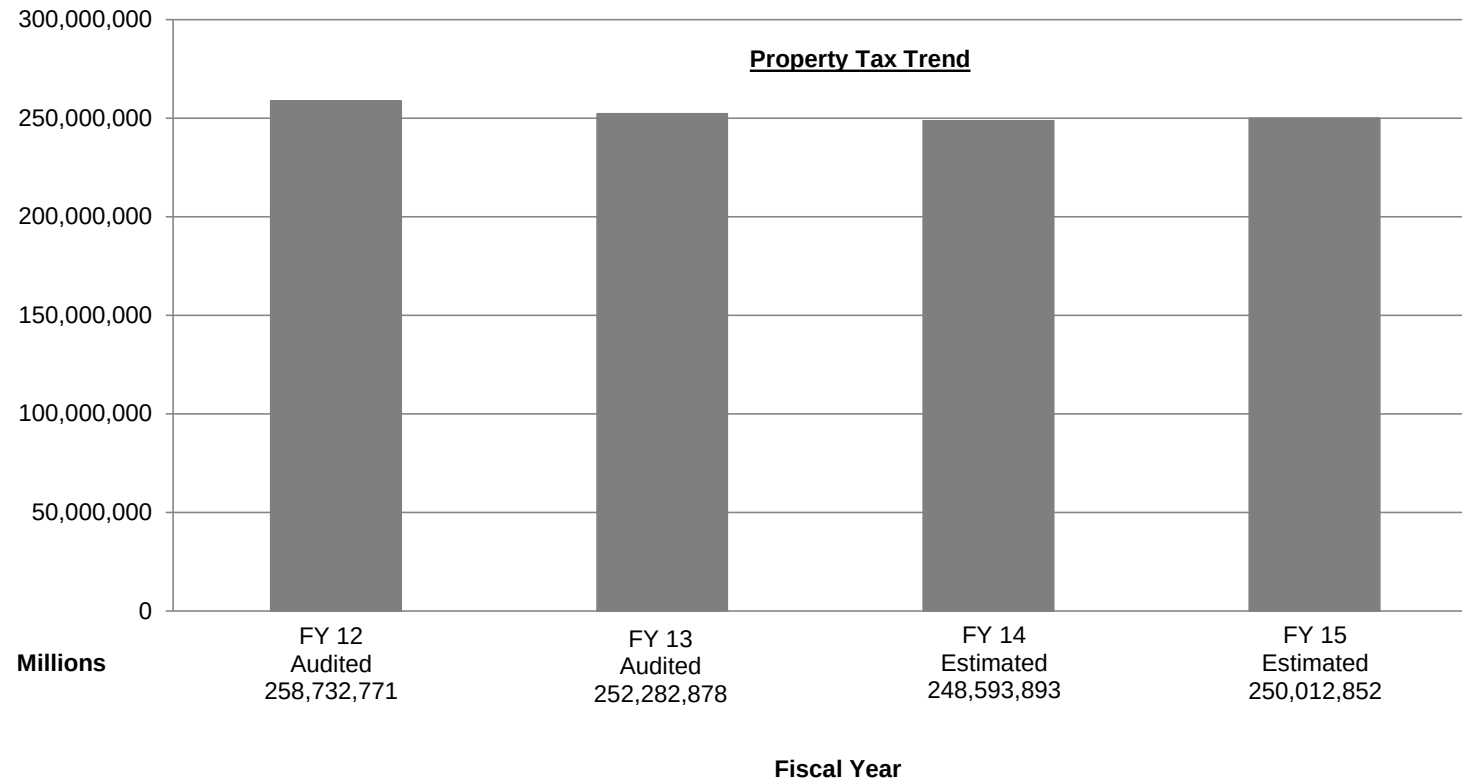
These reports along with prior year data are reviewed in order to properly complete a trend analysis.

The 0.57% increase in property tax revenue for FY 15 is primarily due to an increase in the assessable base.

GENERAL FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES



GENERAL FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
190,600,000	198,729,650	8,129,650	<u>INCOME TAXES</u> FY 15 Approved Budget 198,729,650 40.68% of the FY 15 General Fund FY 14 Approved Budget 190,600,000 38.36% of the FY 14 General Fund \$ increase 8,129,650 % increase 4.27%

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 increasing from year to year beginning in FY 11. FY 15 estimates are based on projected FY 14 amounts in addition to an analysis of employment data and workforce trends.

GENERAL FUND

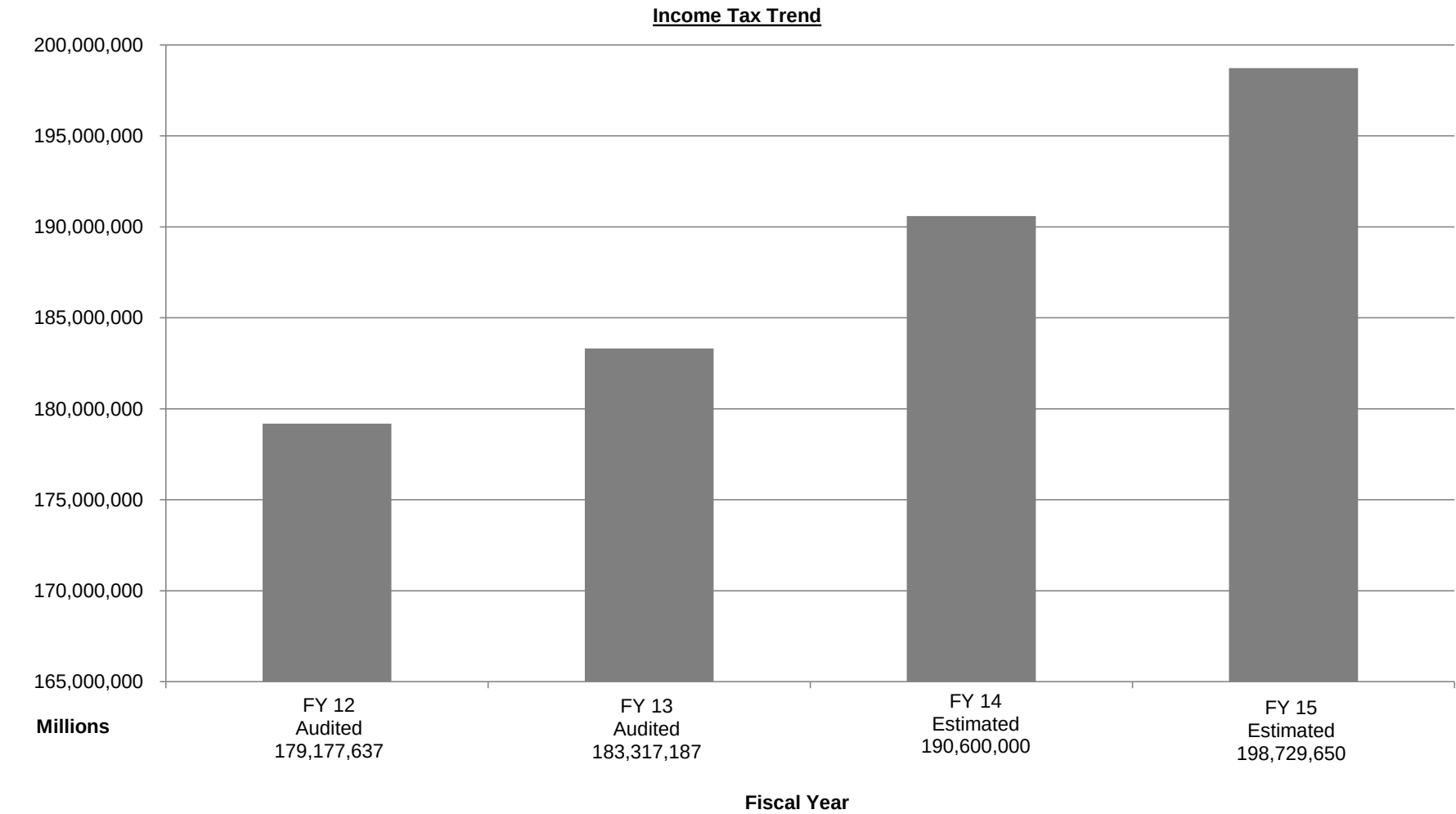
FINANCIAL NOTES:

FY 14

FY 15

CHANGE

EXPLANATION OF INCREASE/DECREASE - REVENUES



GENERAL FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
57,732,025	39,744,322	(17,987,703)	<u>OTHER REVENUES</u>
			FY 15 Approved Budget 39,744,322 8.14% of the FY 15 General Fund
			FY 14 Approved Budget 57,732,025 11.62% of the FY 14 General Fund
			\$ decrease (17,987,703)
			% decrease (31.16%)

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

<u>Impact Fee</u>	FY 14	FY 15	Change
	2,500,000	2,500,000	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 change for FY 15.

<u>Investment Income</u>	FY 14	FY 15	Change
	322,100	220,500	(101,600)

Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 15 a projected decrease is anticipated, based on actual investment earnings in FY 14.

<u>Fund Balance Appropriated</u>	FY 14	FY 15	Change
	21,976,465	2,316,854	(19,659,611)

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. Reduction of fund balance appropriated is due to the reduction of Paygo funding for Capital projects.

GENERAL FUND

FINANCIAL NOTES:

EXPLANATION OF INCREASE/DECREASE - REVENUES

<u>PSDS Recordation/Transfer Taxes</u>	FY 14	FY 15	Change
	13,600,000	14,260,492	660,492

FY 15 includes a one-time amount of prior year revenue totaling \$1,560,492 and reflects an increase of \$660,492 which is in line with FY 14 actual amounts.

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 14	FY 15	Change
	(2,240,870)	(1,680,906)	559,964

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 15 a smaller General Fund contribution of \$1,680,906 is required. This decrease in the General Fund support is the result of a reduction in the Waste to Energy (WTE) facility debt service costs.

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>All "Other" Revenues combined</u>	FY 14	FY 15	Change
	21,574,330	22,127,382	553,052

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

GENERAL FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
115,124,737	117,271,537	2,146,800	<u>PERSONAL SERVICES</u> The increase is the net result of salary adjustments resulting primarily from career ladder and time-in-grade promotions; increased costs anticipated for health benefits; pension expenses as well as funds to provide an actuarial study for the Volunteer Firemen's Pension Trust (LOSAP) benefits; overtime, temporary salaries and Post Employment Health Plan (PEHP) based on actual expense history. A net of 6.6 positions were created and includes additional security officers for county buildings, a Deputy funded by the Stop Gun Violence grant and an increase in the hours/status of fifteen (15) school crossing guards. Also, additional funding is provided for salary/benefit costs of ten (10) deputies which were approved in the FY 14 budget but only funded for one-half year. Based on prior expense history and a change of Administration occurring in FY 15, special pays/retiree's payouts are anticipated to be higher. These increases are offset by staff turnover.
30,382,648	29,861,175	(521,473)	<u>CONTRACTUAL SERVICES</u> The decrease is primarily the result of deferring Auto, General Liability and Property Damage expenditures of \$1.6 million in FY 15 as the Self-Insurance fund has sufficient funding. Other major decreases include a reduction in Emergency Services' Motorola and Subscriber Radio maintenance contracts and operating equipment funding based on actuals. The decrease is offset by retiree's health and dental insurance costs based on the actuarial recommendations. Additional funding is provided for software and hardware maintenance contracts as well as Harford County Metro Network (HMAN) maintenance and provision of 24/7 contractual support for emergency applications and networks, firehouse networks, and public safety networks. Lease funding appropriation increases based on current rent/lease agreements and reallocation of Health Department funding from Miscellaneous to properly reflect costs of their office leases.

GENERAL FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
4,649,834	4,766,595	116,761	<u>SUPPLIES AND MATERIALS</u> Increase is the net result of the Sheriff's Office requiring additional funding for various inmate recreation and indigent supplies, replacement vests, leg irons, handcuffs, etc. Aging fleet and actual expense history requires additional funding for equipment repair parts. The increase is offset slightly for adjustments to building supplies, safety equipment, postage and commercial printing based on actual expense history.
3,712,744	3,637,214	(75,530)	<u>BUSINESS AND TRAVEL</u> Decrease is the net result of reduced funding for maintenance on County owned vehicles offset by an increase for fuel based on actual expense history. Funds are also provided for the Department of License and Permits to purchase 2015 code books manuals, as well as training, testing and certification for inspectors and plan reviewers in conjunction with new code.
273,084	284,222	11,138	<u>CAPITAL OUTLAY</u> Funding provides for dictating equipment, audio visual supplies, personal computers, printers, voting system, chairs, work stations, exercise equipment, police car packages, air compressor and pumps
49,250,618	48,664,947	(585,671)	<u>DEBT SERVICE</u> Principal and Interest payments on existing debt, and new debt to be issued in accordance with the FY 15 Approved Capital Budget. The debt requirement for 2009 County Fleet Lease retired in FY 14.
293,517,368	283,985,774	(9,531,594)	<u>MISCELLANEOUS</u> Decrease is the net result of less Paygo funding needed per the FY 15 Approved Capital Budget offset by providing the Board of Education the State-mandated contribution to the teachers' pension and additional funding to the Board of Education for instructional salaries. Paygo funding requirements per the FY 15 capital projects decreases by approximately \$11.5 million over FY 14.

SOLID WASTE SERVICES

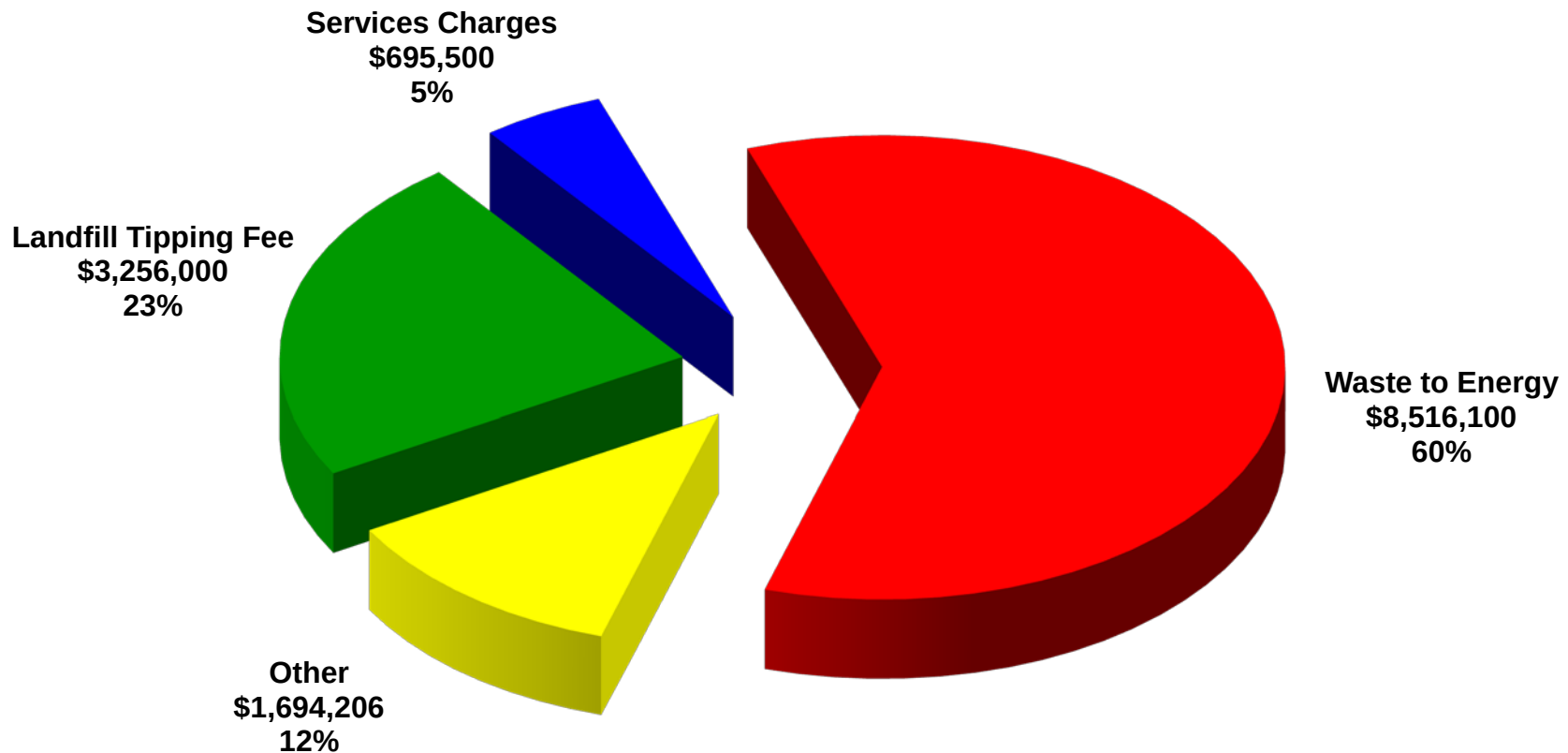
FY 15 APPROVED SOLID WASTE SERVICES REVENUE BREAKDOWN

OTHER:	12%	1,694,206	SERVICE CHARGES:	5%	695,500
Support from General Fund	1,680,906		Charges for Service	688,900	
Investment Income	13,300		Licenses & Permits	6,600	
LANDFILL TIPPING FEE	23%	3,256,000	WASTE TO ENERGY	60%	8,516,100

TOTAL SOLID WASTE SERVICES REVENUES

14,161,806

**SOLID WASTE SERVICES
REVENUES
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$14,161,806**

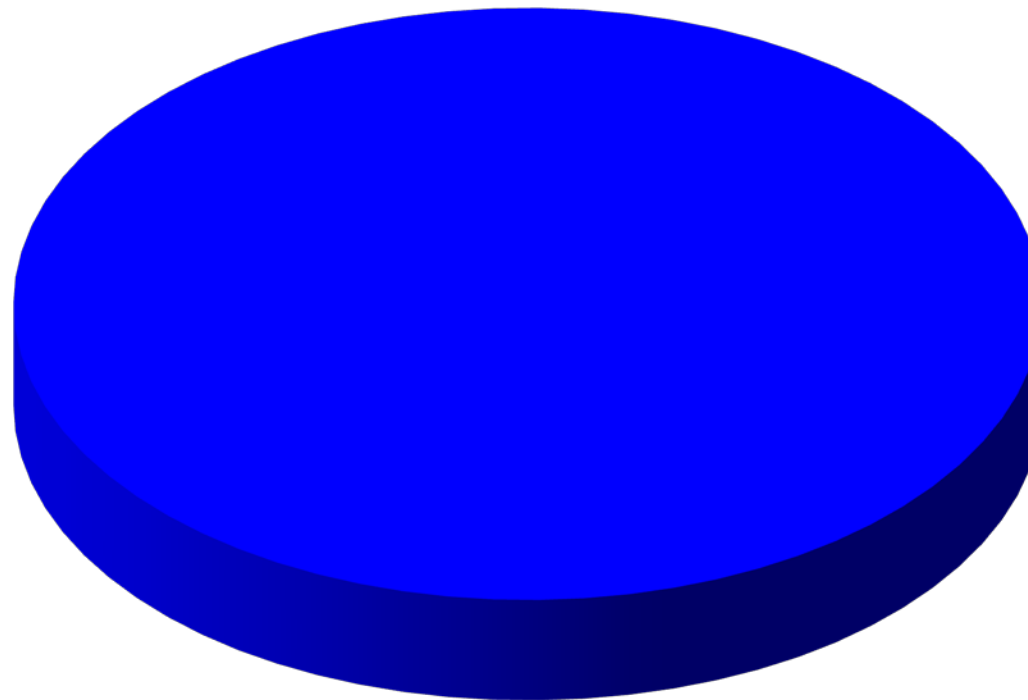


FY 15 APPROVED SOLID WASTE SERVICES APPROPRIATIONS BREAKDOWN

PUBLIC WORKS:	100%	14,161,806
Bureau of Solid Waste Management	3,784,258	
Waste to Energy	9,788,898	
Transfer Station	588,650	

TOTAL SOLID WASTE SERVICES APPROPRIATIONS	14,161,806

**SOLID WASTE SERVICES
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$14,161,806**



**Public Works -
Solid Waste
\$14,161,806
100%**

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 laws concerning the County solid waste and recycling programs, including the manner in which waste and recyclables are collected and disposed.

The Department of Public Works, Environmental Services Division manages the Harford Waste Disposal Center (HWDC), as well as Tollgate Yard Waste drop-off facility. The HWDC includes a subtitle D landfill, a homeowner drop-off facility, a maintenance shop, a yard waste drop-off facility which produces mulch and compost, and a recycling transfer station. Personnel and the ancillary expenses required to operate the facility are funded with revenue from the Solid Waste Services account. The department is also responsible for the annual operating budget associated with the Harford Waste-to-Energy Facility (HWTEF).

The Northeast Maryland Waste Disposal Authority (NMWDA), under its revenue bond financing authority, developed the HWTEF to process most of the County's solid waste. Through a contractual arrangement with the NMWDA, more than 110,000 tons per year of the County's waste is burned to produce energy which is purchased by the United States Army's Aberdeen Proving Ground. This contract covers the operation and maintenance of the plant as well as its repair, insurance, a 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 Service 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 the County's behalf. Under the terms of the contract, the NMWDA 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 \$1.00. These debt expenses were also funded with Solid Waste Services revenue. In 2014, it is projected the County will meet its debt obligations for the HWTEF.

The Charter establishes the County's authority to set and collect fees and other revenue to support solid waste management. Chapter 157 of the County Code Licenses and Permits, establishes the solid waste fees for the disposal of solid waste 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 HWTEF generates revenue from a tipping fee and fees for burning permitted or recovered materials, plus fees for tire disposal. The plant also generates revenue from the sale of steam to the Army which it produces from the incineration of solid waste. The County sells refuse licenses and imposes interest payments on invoices. The collection of revenue from solid waste fees is in large part based on the quantity of materials received. Due to the wide fluctuation in solid waste generation which is dependent upon market and economic conditions, General Fund support is required.

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

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,673,710	2,575,127	2,556,647	2,531,853	2,531,853
20 CONTRACTUAL SERVICES	8,879,151	8,728,915	10,031,713	11,065,298	11,065,298
30 SUPPLIES AND MATERIALS	178,219	124,046	148,850	141,850	141,850
40 BUSINESS AND TRAVEL	401,260	380,215	390,465	422,505	422,505
50 CAPITAL OUTLAY	612	30,695	0	0	0
60 DEBT SERVICE	2,547,066	1,995,845	1,669,295	0	0
80 INTER-GOVERNMENTAL/INTERFUND	846	181	1,000	300	300
GRAND TOTAL	14,680,864	13,835,024	14,797,970	14,161,806	14,161,806
<u>SUMMARY BY DEPARTMENT:</u>					
30 PUBLIC WORKS	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806
66 DEBT SERVICE	2,547,066	1,995,845	1,669,295	0	0
GRAND TOTAL	14,680,864	13,835,024	14,797,970	14,161,806	14,161,806
<u>SUMMARY BY REVENUE SOURCE:</u>					
LICENSES & PERMITS	6,550	6,600	6,550	6,600	6,600
MISCELLANEOUS SERVICE FEES	1,329,232	692,355	823,750	688,900	688,900
MISCELLANEOUS REVENUES	155,518	120,627	0	0	0
LANDFILL TIPPING FEE	2,839,823	2,549,817	3,300,000	3,256,000	3,256,000
WASTE TO ENERGY PLANT	9,006,799	9,409,465	8,420,900	8,516,100	8,516,100
INVESTMENT INCOME	22,345	13,198	5,900	13,300	13,300
INTRA-COUNTY	0	0	2,240,870	1,680,906	1,680,906
GRAND TOTAL	13,360,267	12,792,062	14,797,970	14,161,806	14,161,806

SOLID WASTE SERVICES

FINANCIAL NOTES:

FY 15 Approved Budget	14,161,806
FY 14 Approved Budget	14,797,970
\$ decrease	(636,164)
% decrease	(4.30%)

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES																																
8,701,300	8,729,000	27,700	<u>WASTE TO ENERGY PLANT REVENUES (WTE):</u>																																
			<table> <tr> <th></th><th>FY 14</th><th>FY 15</th><th>Change</th></tr> <tr> <td>WTE Tipping Fee</td><td style="text-align: right;">4,450,000</td><td style="text-align: right;">4,384,000</td><td style="text-align: right;">(66,000)</td></tr> <tr> <td>Credit Town of Bel Air</td><td style="text-align: right;">(280,400)</td><td style="text-align: right;">(212,900)</td><td style="text-align: right;">67,500</td></tr> <tr> <td>Steam Sales</td><td style="text-align: right;">3,500,000</td><td style="text-align: right;">3,657,000</td><td style="text-align: right;">157,000</td></tr> <tr> <td>Recovered Materials</td><td style="text-align: right;">26,300</td><td style="text-align: right;">27,800</td><td style="text-align: right;">1,500</td></tr> <tr> <td>Handling Permitted Material</td><td style="text-align: right;">350,000</td><td style="text-align: right;">336,400</td><td style="text-align: right;">(13,600)</td></tr> <tr> <td>Tire Disposal</td><td style="text-align: right;">375,000</td><td style="text-align: right;">323,800</td><td style="text-align: right;">(51,200)</td></tr> <tr> <td></td><td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">8,701,300</td><td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">8,729,000</td><td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">95,200</td></tr> </table>		FY 14	FY 15	Change	WTE Tipping Fee	4,450,000	4,384,000	(66,000)	Credit Town of Bel Air	(280,400)	(212,900)	67,500	Steam Sales	3,500,000	3,657,000	157,000	Recovered Materials	26,300	27,800	1,500	Handling Permitted Material	350,000	336,400	(13,600)	Tire Disposal	375,000	323,800	(51,200)		8,701,300	8,729,000	95,200
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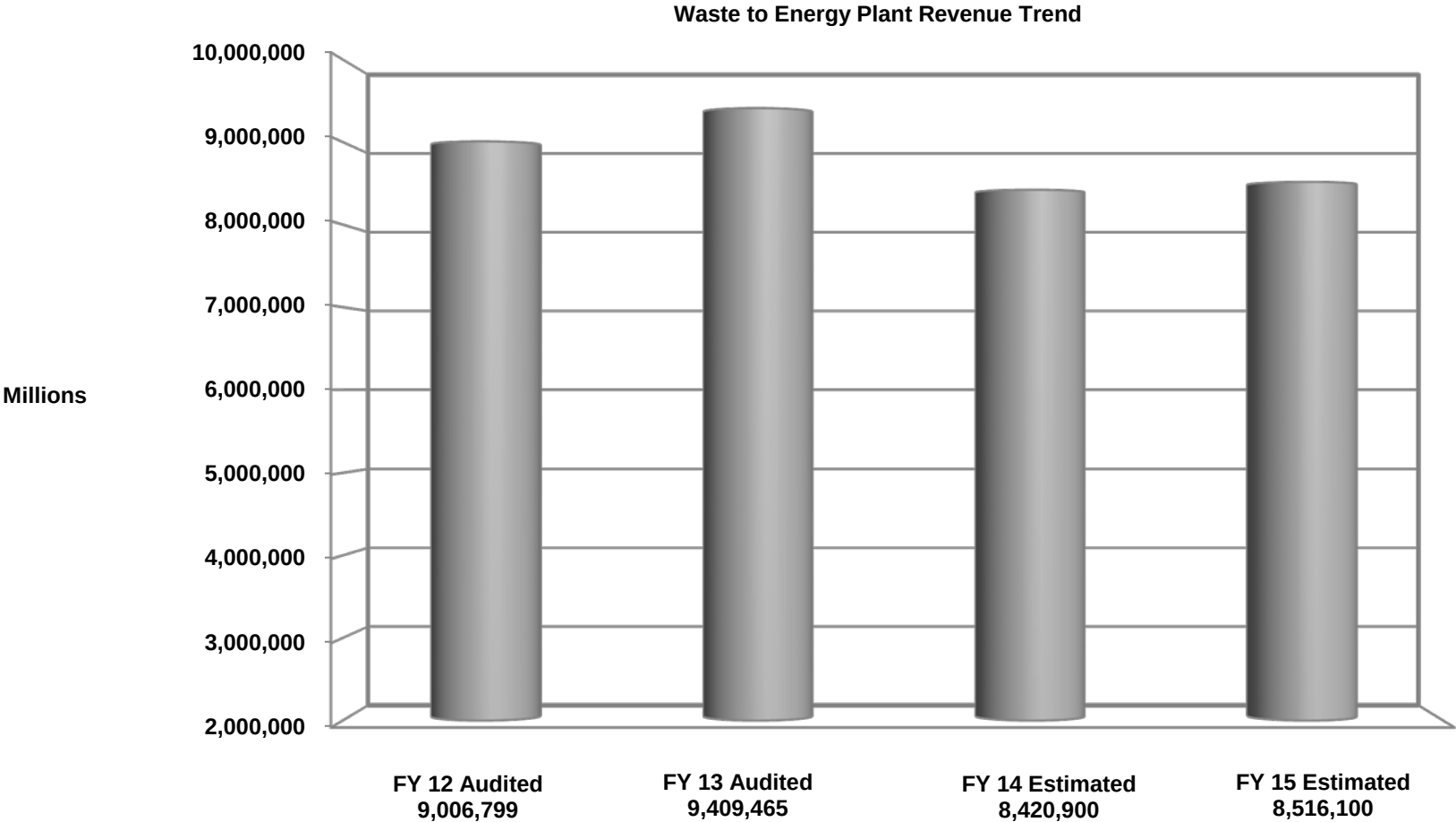
WTE Disposal Fee - FY 15 projected disposal fees were based on the combination of early FY 14 actual results, and FY 13 actual revenues

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. The steam revenue estimated for FY 15 was increased to \$3,657,000 based on FY 13 actuals.

SOLID WASTE SERVICES

FINANCIAL NOTES:

FY 14 FY 15 CHANGE EXPLANATION OF INCREASE/DECREASE - REVENUES



SOLID WASTE SERVICES

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES																																				
4,123,750	3,944,900	(178,850)	<u>HARFORD WASTE DISPOSAL CENTER REVENUES:</u> <table> <tr> <th></th><th>FY 14</th><th>FY 15</th><th>Change</th></tr> <tr> <td>Solid Waste Disposal Fee</td><td>3,300,000</td><td>3,256,000</td><td>(44,000)</td></tr> <tr> <td>Solid Waste Fee Credit</td><td>0</td><td>(1,400)</td><td>(1,400)</td></tr> <tr> <td>Miscellaneous Service Fees:</td><td></td><td></td><td></td></tr> <tr> <td> Household Waste</td><td>455,400</td><td>428,700</td><td>(26,700)</td></tr> <tr> <td> Recycling</td><td>242,700</td><td>145,000</td><td>(97,700)</td></tr> <tr> <td> Sale of Compost/Mulch</td><td>124,500</td><td>115,500</td><td>(9,000)</td></tr> <tr> <td> Tire Disposal</td><td>1,150</td><td>1,100</td><td>(50)</td></tr> <tr> <td></td><td><u>4,123,750</u></td><td><u>3,944,900</u></td><td><u>(178,850)</u></td></tr> </table>		FY 14	FY 15	Change	Solid Waste Disposal Fee	3,300,000	3,256,000	(44,000)	Solid Waste Fee Credit	0	(1,400)	(1,400)	Miscellaneous Service Fees:				Household Waste	455,400	428,700	(26,700)	Recycling	242,700	145,000	(97,700)	Sale of Compost/Mulch	124,500	115,500	(9,000)	Tire Disposal	1,150	1,100	(50)		<u>4,123,750</u>	<u>3,944,900</u>	<u>(178,850)</u>
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Recycling	242,700	145,000	(97,700)																																				
Sale of Compost/Mulch	124,500	115,500	(9,000)																																				
Tire Disposal	1,150	1,100	(50)																																				
	<u>4,123,750</u>	<u>3,944,900</u>	<u>(178,850)</u>																																				
12,450	19,900	7,450	<u>OTHER MISCELLANEOUS REVENUES:</u> <table> <tr> <td>Licenses & Permits for Refuse Licenses</td><td>6,550</td><td>6,600</td><td>50</td></tr> <tr> <td>Investment Income:</td><td></td><td></td><td></td></tr> <tr> <td> Interest on Invoices</td><td>6,100</td><td>13,300</td><td>7,200</td></tr> <tr> <td> Over and Short</td><td>(300)</td><td>0</td><td>300</td></tr> <tr> <td> Miscellaneous</td><td>100</td><td>0</td><td>(100)</td></tr> <tr> <td></td><td><u>12,450</u></td><td><u>19,900</u></td><td><u>7,450</u></td></tr> </table> Miscellaneous revenue estimates were projected based on actual receipt history.	Licenses & Permits for Refuse Licenses	6,550	6,600	50	Investment Income:				Interest on Invoices	6,100	13,300	7,200	Over and Short	(300)	0	300	Miscellaneous	100	0	(100)		<u>12,450</u>	<u>19,900</u>	<u>7,450</u>												
Licenses & Permits for Refuse Licenses	6,550	6,600	50																																				
Investment Income:																																							
Interest on Invoices	6,100	13,300	7,200																																				
Over and Short	(300)	0	300																																				
Miscellaneous	100	0	(100)																																				
	<u>12,450</u>	<u>19,900</u>	<u>7,450</u>																																				
2,240,870	1,680,906	(559,964)	<u>GENERAL FUND SUPPORT</u> <table> <tr> <td></td><td>2,240,870</td><td>1,680,906</td><td>(559,964)</td></tr> </table> 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 14 this resulted in the need of support with General Fund revenues amounting to \$2,240,870. For FY 15 the General Fund support decreased to \$1,680,906, due to a reduction in WTE facility debt service costs. 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.		2,240,870	1,680,906	(559,964)																																
	2,240,870	1,680,906	(559,964)																																				

SOLID WASTE SERVICES

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
2,556,647	2,531,853	(24,794)	<u>PERSONAL SERVICES</u> Decrease is a net result of pension and workers' compensation adjustments due to staff turnover, offset by an increase for health benefits and PEHP (Post Employment Health Plan). In addition, an Equipment Operator position is unfunded in FY 15 in an effort to reduce costs.
10,031,713	11,065,298	1,033,585	<u>CONTRACTUAL SERVICES</u> Increase is a net result of additional funding for water and sewer due to leachate patterns, grounds maintenance for additional seeding of two (2) working faces at the landfill, offset by a reduction in funding for facility repairs and renovations in an effort to reduce costs, and stone and leachate hauling and screening soil services expenses based on actuals. Also the Waste-to-Energy contract is increased and funding is provided to pay a transfer station fee per agreement with Baltimore County.
148,850	141,850	(7,000)	<u>SUPPLIES AND MATERIALS</u> Decrease is the net result of duplicating machine supplies, delivery charges, building supplies, safety equipment, bituminous concrete, computer supplies, traffic signs and markings, oil and lubricants, and Adopt-A-Road, Community Work Service and Litter Control programs supplies adjusted based on actual expense history
390,465	422,505	32,040	<u>BUSINESS AND TRAVEL</u> Maintenance on county vehicles increase based on actual expense history
1,669,295	0	(1,669,295)	<u>DEBT SERVICE</u> Final payment for the Waste to Energy facility completed in FY 14
1,000	300	(700)	<u>INTER-GOVERNMENTAL/INTERFUND</u> Carpool rentals decrease based on actual expense history

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HIGHWAYS

FY 15 APPROVED HIGHWAYS FUND REVENUE BREAKDOWN

PROPERTY TAX:	77%	34,964,366	HIGHWAYS USERS TAX	2%	1,203,501
Real & Personal Deductions	35,436,718 (472,352)				
MISCELLANEOUS:	19%	8,546,103	SERVICE CHARGES	2%	876,100
Pro Rata	183,103				
Capital Recovery	2,000,000				
Miscellaneous	6,298,000				
Pooled Interest Transfer-In	45,000				
Investment Income	20,000				

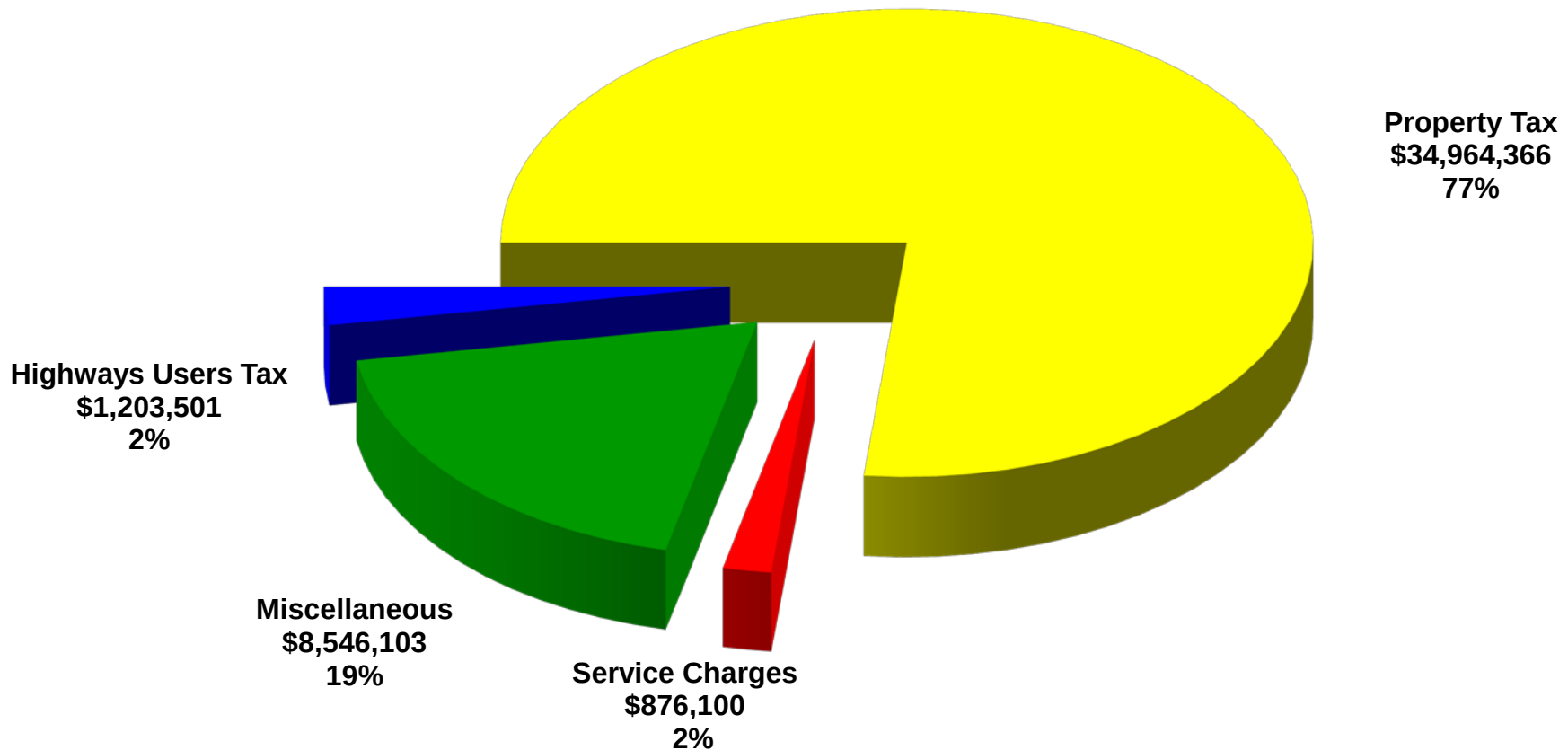
TOTAL HIGHWAYS FUND REVENUES

45,590,070

HIGHWAYS FUND REVENUES

Fiscal Year 2014 - 2015

TOTAL APPROVED BUDGET \$45,590,070

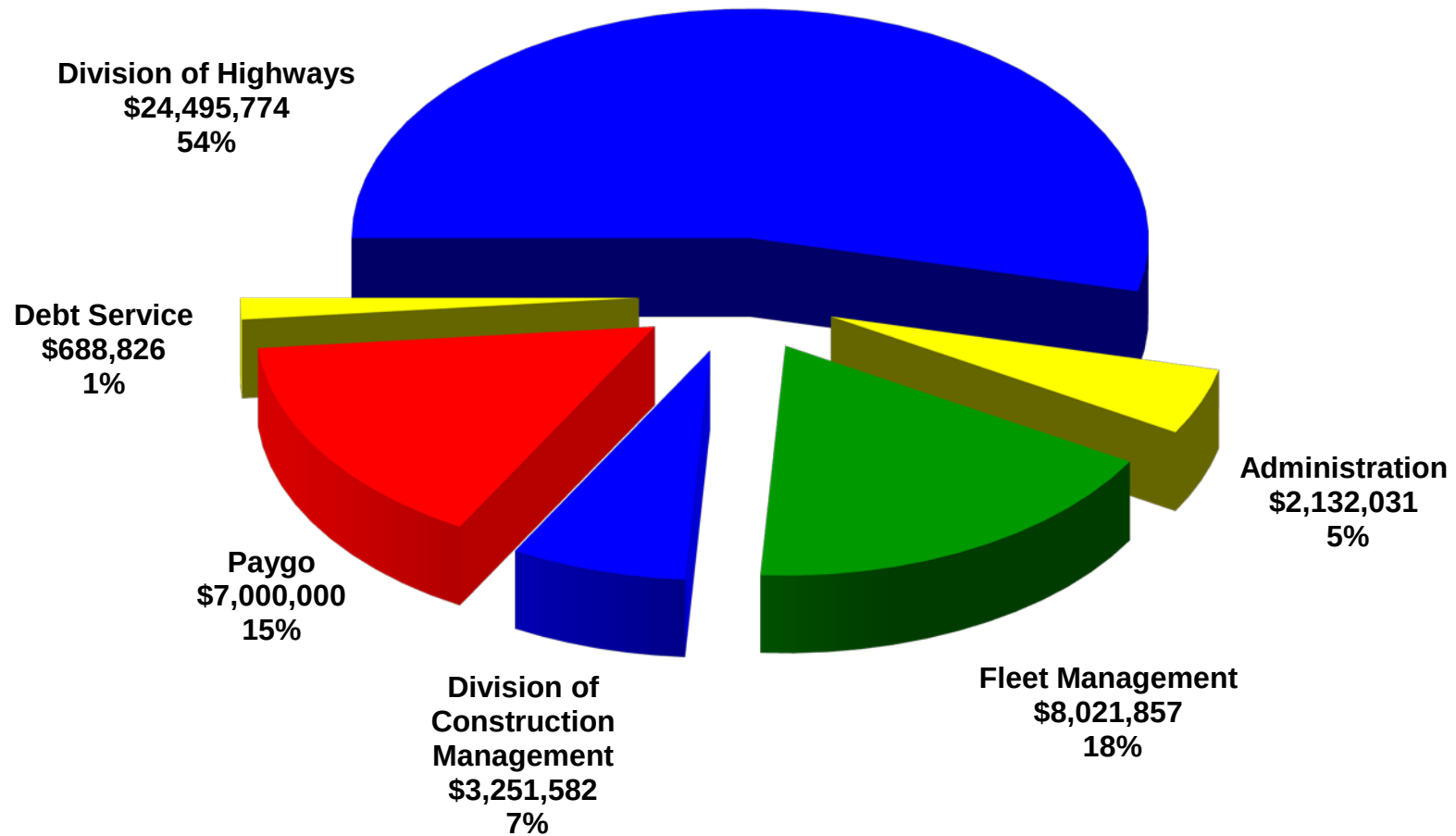


FY 15 APPROVED HIGHWAYS FUND APPROPRIATIONS BREAKDOWN

ADMINISTRATION:	5%	2,132,031	DIVISION OF HIGHWAYS:	54%	24,495,774
Personnel Matters		317,343	Bureau of Highways Engineering		2,634,885
Director		288,455	Bureau of Highways Maintenance		20,390,381
Benefits		1,326,233	Snow Removal		1,470,508
Contingency Reserve		200,000			
FLEET MANAGEMENT	18%	8,021,857	DIVISION OF CONSTRUCTION MANAGEMENT:	7%	3,251,582
			Bureau of Capital Projects Management		728,561
			Bureau of Construction Inspections		2,523,021
DEBT SERVICE	1%	688,826	PAYGO	15%	7,000,000

TOTAL HIGHWAYS FUND APPROPRIATIONS	45,590,070

**HIGHWAYS FUND
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$45,590,070**



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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	17,299,420	16,847,411	15,877,020	15,822,174	15,822,174
20	CONTRACTUAL SERVICES	4,485,300	4,524,381	5,425,505	5,177,906	5,177,906
30	SUPPLIES & MATERIALS	4,917,876	5,062,984	7,073,340	6,365,060	6,365,060
40	BUSINESS & TRAVEL	4,500,678	4,462,915	4,752,515	4,935,265	4,935,265
50	CAPITAL OUTLAY	392,529	1,162,719	4,000	14,000	14,000
60	DEBT SERVICE	1,241,578	691,996	975,756	686,826	686,826
70	MISCELLANEOUS	14,784,122	20,581,658	15,289,030	12,583,614	12,583,614
80	INTER-GOVERNMENTAL/INTER-FUND	4,673	4,523	5,325	5,225	5,225
GRAND TOTAL		47,626,176	53,338,587	49,402,491	45,590,070	45,590,070

HIGHWAYS FUND

FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DEPARTMENT:</u>						
03	PROCUREMENT	6,901,900	6,951,369	8,325,543	8,021,857	8,021,857
08	HUMAN RESOURCES	396,890	261,157	283,199	317,343	317,343
22	EMERGENCY SERVICES	847,269	300,000	0	0	0
30	PUBLIC WORKS	26,649,926	28,642,055	28,512,536	28,035,811	28,035,811
66	DEBT SERVICE	1,241,578	692,172	977,756	688,826	688,826
67	INSURANCE	0	390,004	364,742	0	0
68	BENEFITS	1,343,613	821,695	1,257,953	1,326,233	1,326,233
70	MISCELLANEOUS	10,245,000	15,280,135	9,480,762	7,000,000	7,000,000
90	RESERVE FOR CONTINGENCIES	0	0	200,000	200,000	200,000
	GRAND TOTAL	47,626,176	53,338,587	49,402,491	45,590,070	45,590,070

SUMMARY BY REVENUE SOURCE:

PROPERTY TAXES	35,833,238	34,627,784	33,714,028	34,964,366	34,964,366
INTERGOVERNMENTAL/STATE SHARED	731,702	1,236,250	1,344,855	1,203,501	1,203,501
SERVICE CHARGES	4,010,908	780,845	980,500	876,100	876,100
INVESTMENT INCOME	52,176	33,147	53,000	20,000	20,000
FUND BALANCE APPROPRIATION	0	0	4,833,655	0	0
MISCELLANEOUS REVENUES	5,821,986	8,929,805	8,476,453	8,526,103	8,526,103
GRAND TOTAL	46,450,010	45,607,831	49,402,491	45,590,070	45,590,070

HIGHWAYS FUND

FINANCIAL NOTES:

FY 15 Approved Budget	45,590,070
FY 14 Approved Budget	49,402,491
\$ decrease	(3,812,421)
% decrease	(7.72%)

FY 14	FY 15	CHANGE
33,714,028	34,964,366	1,250,338

EXPLANATION OF INCREASE/DECREASE - REVENUES

PROPERTY TAXES

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

- 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, 2014 the tax rate for this differential is:

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

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

HIGHWAYS FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES

PROPERTY TAXES (CONT'D)

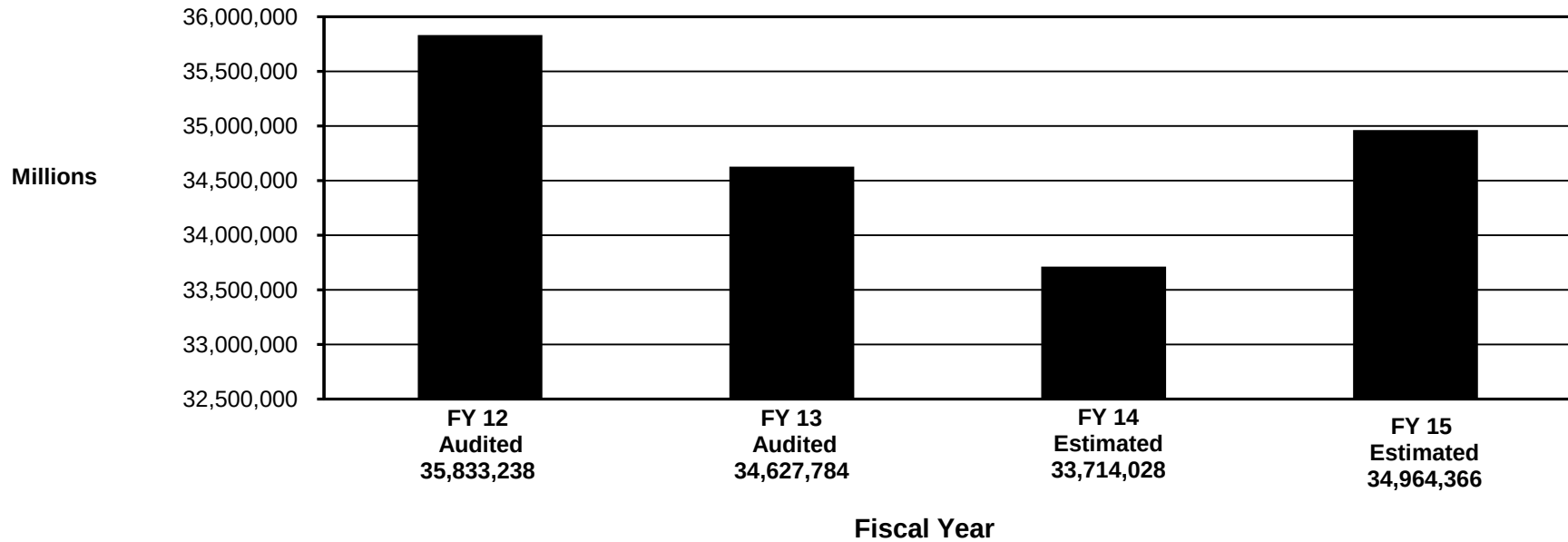
The \$1,250,338 increase in highways fund property tax revenue is due to an increase in assessable base.

We consider various sources of information to make property tax revenue projections.

The primary source is the Maryland Department of Assessment and Taxation (SDAT).

They provide assessment estimates in November and March for the current, and the next two upcoming tax years. The second source of information is building permit activity reports, transfer tax reports, and real estate sales information. These reports along with prior year data are reviewed in order to properly perform a trend analysis.

Property Tax Trend

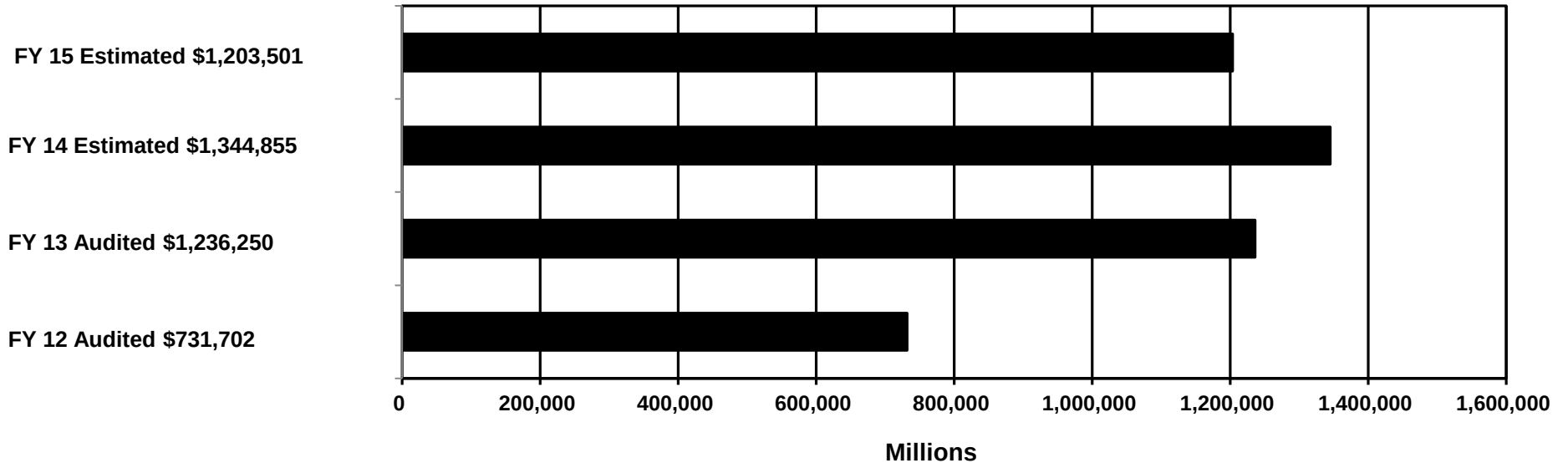


HIGHWAYS FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
1,344,855	1,203,501	(141,354)	<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 the corporate income tax are designated by the State of Maryland as Highways User Revenues. The State shares these revenues with the counties and municipalities to help fund the construction and maintenance of local roads. The distribution to subdivisions is derived from a formula based on locally maintained road mileage and vehicle registrations. Each year the Maryland Department of Transportation's State Highway Administration provides the County with estimates of the Highways User Tax. For Fiscal Year 2015 we are projecting to receive \$1,203,501.

State Highways Users Tax Trend



HIGHWAYS FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES												
980,500	876,100	(104,400)	<u>CHARGES FOR GOVERNMENT SERVICES</u> Governmental services charges such as inspections and plan review have decreased for FY 15. This decrease is based on an actual reduction in inspection charges in FY 14.												
53,000	20,000	(33,000)	<u>INVESTMENT INCOME</u> Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 15, a projected decrease is anticipated, based on actual investment earnings in FY 14.												
8,476,453	8,526,103	49,650	<u>OTHER REVENUE</u> The elements mainly responsible for the net increase in "Other" revenues are: <table><tr><td>FY 14</td><td>FY 15</td><td>Change</td></tr><tr><td>18,000</td><td>18,000</td><td>0 <u>Fleet Leases Revenue</u></td></tr><tr><td>75,000</td><td>75,000</td><td>0 <u>Reimbursement from Other Funds</u></td></tr><tr><td>3,100,000</td><td>3,150,000</td><td>50,000 <u>Vehicle Maintenance Contract - All</u></td></tr></table> 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.	FY 14	FY 15	Change	18,000	18,000	0 <u>Fleet Leases Revenue</u>	75,000	75,000	0 <u>Reimbursement from Other Funds</u>	3,100,000	3,150,000	50,000 <u>Vehicle Maintenance Contract - All</u>
FY 14	FY 15	Change													
18,000	18,000	0 <u>Fleet Leases Revenue</u>													
75,000	75,000	0 <u>Reimbursement from Other Funds</u>													
3,100,000	3,150,000	50,000 <u>Vehicle Maintenance Contract - All</u>													
4,833,655	0	(4,833,655)	<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. Reduction of fund balance appropriated is due in large part to the reduction in Paygo funding for FY 15 Capital projects.												

HIGHWAYS FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
15,877,020	15,822,174	(54,846)	<u>PERSONAL SERVICES</u> Decrease is primarily the net result of pension and workers' compensation adjustments due to staff turnover, and a reduction of overtime based on actual expense history, offset by an increase for health benefits and PEHP (Post Employment Health Plan) expenses
5,425,505	5,177,906	(247,599)	<u>CONTRACTUAL SERVICES</u> The Highways fund will not be required to fund Auto, General Liability and Personal Property insurance as a result of sufficient funding available in the Self-Insurance Fund. This decrease is offset by additional appropriation for retiree's health and dental insurance based on actuarial estimates.
7,073,340	6,365,060	(708,280)	<u>SUPPLIES AND MATERIALS</u> Usage trends and cost projections result in a decrease for diesel and gasoline funding for county vehicles/equipment in Fleet Management's budget. In addition, road materials such as bituminous concrete, crushed aggregates and liquid bituminous are reduced in an effort to reduce operating costs in FY 15. A new union contract resulted in an increase for uniform purchases which are not covered under the uniform rental agreement.
4,752,515	4,935,265	182,750	<u>BUSINESS AND TRAVEL</u> Costs to maintain an aging fleet of county vehicles and equipment results in higher maintenance contract costs for Fleet Management. In addition, Fleet Management is responsible for the maintenance cost of twenty motor pool vehicles which are made available to county agencies on an as needed basis.
4,000	14,000	10,000	<u>CAPITAL OUTLAY</u> Funding provides for the replacement of saws and traffic counter supplies

HIGHWAYS FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
975,756	686,826	(288,930)	<u>DEBT SERVICE</u> Debt for a 2009 fleet lease was retired in FY 14
15,289,030	12,583,614	(2,705,416)	<u>MISCELLANEOUS</u> Funds are appropriated for Pro Rata shares in support of the General Fund for administrative services provided, Board of Education transportation, Traffic Safety reimbursement to offset expenses of the Sheriff's Traffic Safety Unit, and Paygo funding in accordance with the FY 15 Approved Capital Budget. Pro Rata shares decrease in FY 15 as a result of the addition of the Parks & Recreation Special Revenue and Stormwater Management Funds picking up a portion of the costs of supporting General Fund departments such as Treasury, Procurement, Law, etc. Paygo funding realized the largest decrease at approximately \$2.5 million in an effort to reduce Highways operating expenses.

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WATER & SEWER

FY 15 APPROVED WATER & SEWER FUND REVENUE BREAKDOWN

MISCELLANEOUS: **1%** **757,050**

Capital Recovery	206,000
Miscellaneous	414,200
Investment Income	136,850

UNRESTRICTED NET POSITION: **47%** **23,687,786**

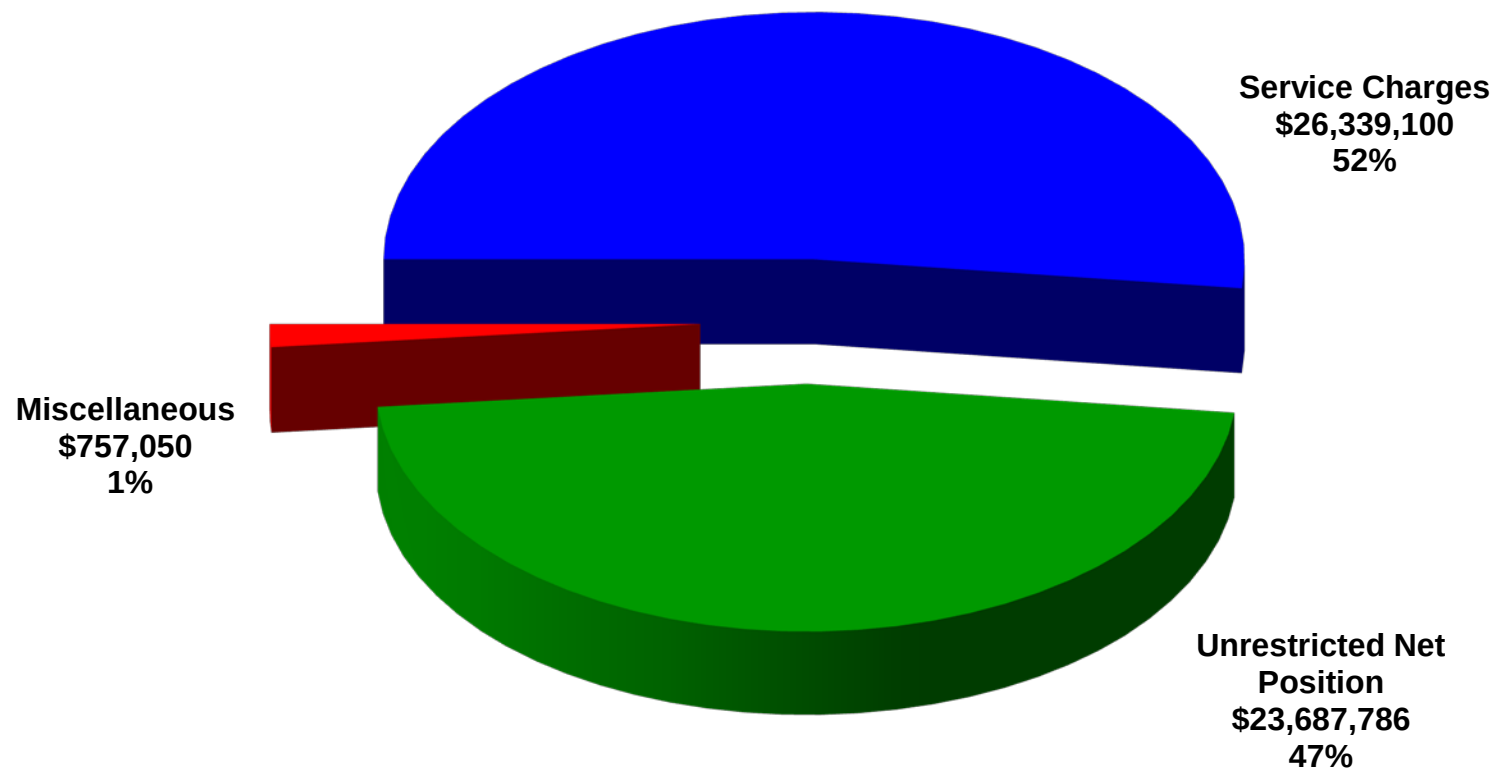
Contributed Capital	10,824,000
Unrestricted Net Position	12,863,786

SERVICE CHARGES **52%** **26,339,100**

TOTAL WATER & SEWER FUND REVENUES

50,783,936

**WATER & SEWER
OPERATING FUND REVENUES
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$50,783,936**



**FY 15 APPROVED WATER & SEWER FUND
APPROPRIATIONS BREAKDOWN**

BUREAU OF W & S ADMINISTRATION: 6% 3,271,085

Administration	3,221,085
General Inventory	50,000

BUREAU OF W & S MAINTENANCE: 14% 7,088,071

Water O & M Abingdon	4,299,911
Sewer O & M Abingdon	2,704,460
Whiteford/Cardiff Service Community	83,700

OTHER: 16% 8,132,350

Accounting	1,161,537
Personnel Matters	249,210
Benefits	561,603
Paygo	6,160,000

DEPRECIATION 21% 10,824,000

BUREAU OF W & S OPERATIONS:

WASTEWATER PROCESSING: 25% 12,434,976

Industrial Waste Management	162,465
Sewer O & M Sod Run	8,330,145
Joppatowne Sewerage Treatment	898,810
Sewer O & M Pump/Meter Stations	2,885,010
Sewer O & M Spring Meadows	158,546

WATER PRODUCTION: 15% 7,696,174

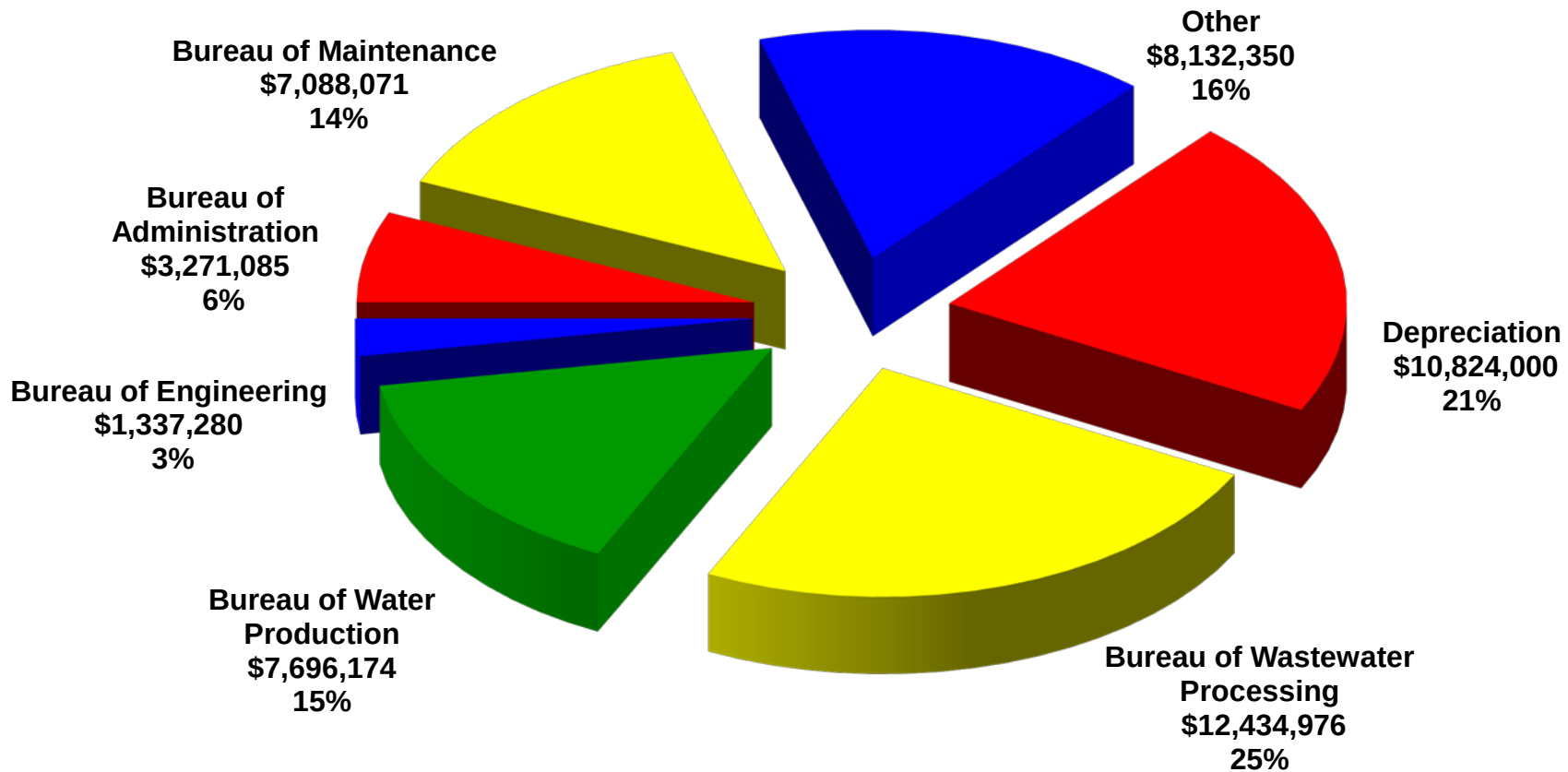
Water O & M Perryman	927,581
Water O & M Long Booster Stations	761,954
Water O & M Havre de Grace	1,135,591
Water O & M Abingdon-Big Inch	4,805,448
Water O & M Carbon Treatment Plant	16,400
Water O & M Solids Handling Facility	49,200

BUREAU OF ENGINEERING: 3% 1,337,280

Water Engineering	676,640
Sewer Engineering	660,640

TOTAL WATER & SEWER FUND APPROPRIATIONS	50,783,936

**WATER & SEWER OPERATING
FUND APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$50,783,936**



WATER & 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 & SEWER FUND

FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	15,586,968	15,326,102	15,483,887	15,692,660	15,692,660
20	CONTRACTUAL SERVICES	6,704,696	7,374,733	8,768,462	9,107,341	9,107,341
30	SUPPLIES & MATERIALS	2,721,096	2,758,475	3,781,660	3,855,495	3,855,495
40	BUSINESS & TRAVEL	674,356	671,053	697,725	759,620	759,620
50	CAPITAL OUTLAY	510,670	811,625	927,140	1,445,950	1,445,950
70	MISCELLANEOUS	12,888,085	19,165,270	16,942,016	19,922,820	19,922,820
80	INTER-GOVERNMENTAL/INTER-FUND	520,601	312,536	620,050	50	50
	GRAND TOTAL	39,606,472	46,419,794	47,220,940	50,783,936	50,783,936

SUMMARY BY DEPARTMENT:

04	TREASURY	795,168	771,414	845,668	1,161,537	1,161,537
08	HUMAN RESOURCES	228,197	271,373	199,906	249,210	249,210
22	EMERGENCY SERVICES	159,175	150,000	0	0	0
30	PUBLIC WORKS	36,340,119	38,338,219	40,050,819	42,651,586	42,651,586
67	INSURANCE	0	252,828	252,084	0	0
68	BENEFITS	392,990	357,960	499,013	561,603	561,603
70	MISCELLANEOUS	1,690,823	6,278,000	5,373,450	6,160,000	6,160,000
	GRAND TOTAL	39,606,472	46,419,794	47,220,940	50,783,936	50,783,936

WATER & SEWER FUND

FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
SERVICE CHARGES	24,566,811	25,469,848	26,159,625	26,339,100	26,339,100
INVESTMENT INCOME	224,193	149,340	219,400	136,850	136,850
MISCELLANEOUS REVENUE	619,515	720,220	440,400	414,200	414,200
UNRESTRICTED NET POSITION	0	0	9,618,915	12,863,786	12,863,786
CONTRIBUTED CAPITAL	0	0	10,604,800	10,824,000	10,824,000
RECOVERY FROM CAPITAL PROJECTS	199,389	258,128	177,800	206,000	206,000
GRAND TOTAL	25,609,908	26,597,536	47,220,940	50,783,936	50,783,936

SUMMARY BY REVENUE SOURCE:

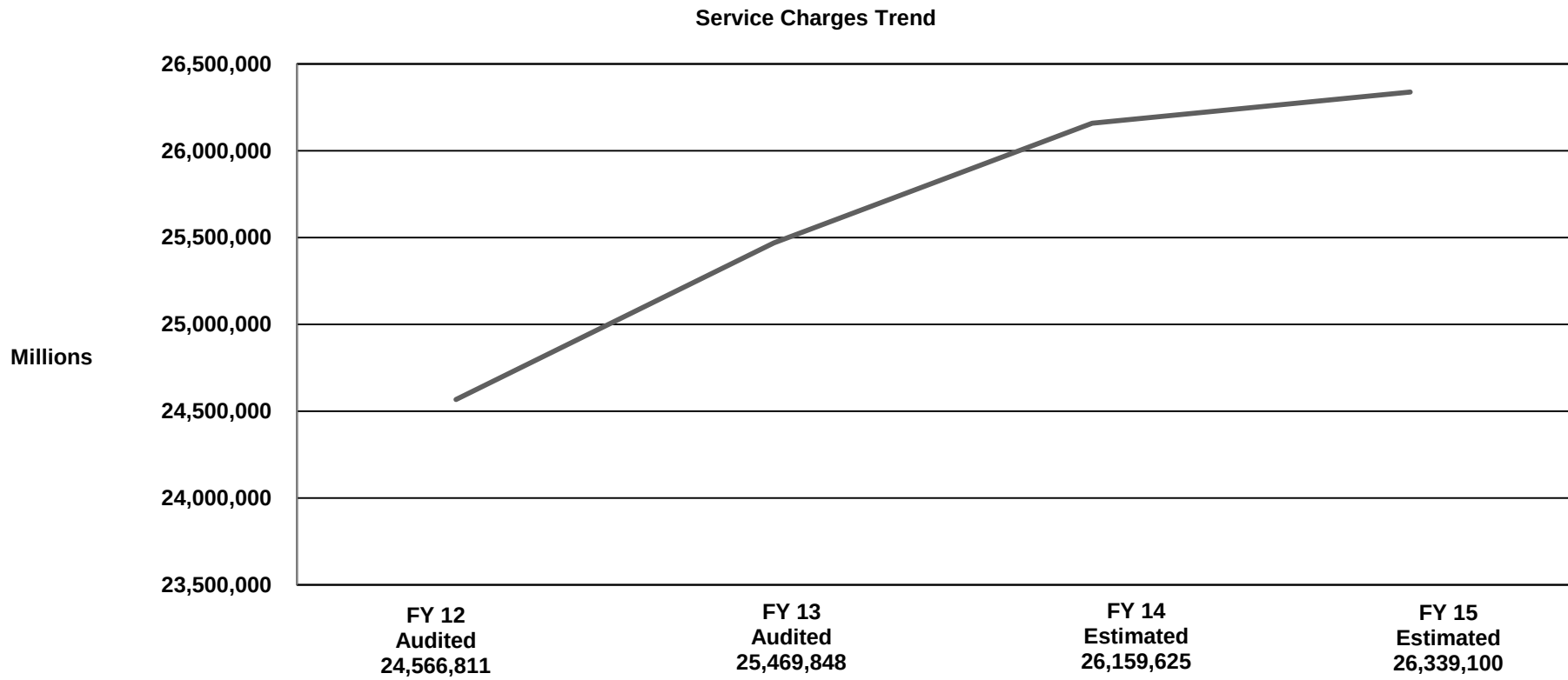
FINANCIAL NOTES:

FY 15 Approved Budget	50,783,936
FY 14 Approved Budget	47,220,940
\$ increase	3,562,996
% increase	7.55%

WATER & SEWER FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
26,159,625	26,339,100	179,475	<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 & SEWER FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
219,400	136,850	(82,550)	<u>INVESTMENT INCOME:</u> FY 15 estimated revenue for investment income is based on FY 14 actuals.
440,400	414,200	(26,200)	<u>MISCELLANEOUS REVENUE:</u> Includes sundry fines and forfeitures, sale of surplus vehicles, lease purchase proceeds and other revenues that cannot be classified. FY 15 estimated Miscellaneous Revenue reflects actual collections.
9,618,915	12,863,786	3,244,871	<u>UNRESTRICTED NET ASSETS:</u> These are surplus funds from prior years that are being used to finance current year operations.
10,604,800	10,824,000	219,200	<u>FUNDED DEPRECIATION-CONTRIBUTED CAPITAL:</u> Annual depreciation charges are projected to increase due to the inclusion of the Abingdon Water Treatment expansion.
177,800	206,000	28,200	<u>RECOVERY FROM CAPITAL PROJECTS:</u> Cost of services billed to capital projects and recovered back to the operating budget. FY 15 estimated revenues are based on FY 14 actuals.

WATER & SEWER FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
15,483,887	15,692,660	208,773	<u>PERSONAL SERVICES</u> Increase is the net result of providing funds for a temporary part-time Facility Mechanic and Management Specialist, anticipated health benefit cost increase, PEHP (Post Employment Health Plan) adjustments, Administrative Assistant I position created during FY 14 and overtime increase based on actual expense history. These increases are offset by decreases in pension and workers' compensation due to staff turnover and other personnel/staff adjustments.
8,768,462	9,107,341	338,879	<u>CONTRACTUAL SERVICES</u> Several contractual services increase (electricity, custodial services, etc.) due to the move into a new Administrative building, offset due to no longer requiring leased space. Funding provided for retiree's health and dental insurance based on actuarial assessments and bank/lockbox fees increase for credit card usage fee for paying Water & Sewer invoices. These increases are offset due to one-time FY 14 expense to implement Cityworks and due to sufficient funding in the Insurance Fund, Auto, General Liability and Personal Property insurance is not funded in the FY 15 budget.
3,781,660	3,855,495	73,835	<u>SUPPLIES AND MATERIALS</u> Repair parts for equipment and safety equipment increase based on actual expense history, due to additional reagents for new analyzers, more laboratory supplies are needed, additional funding is provided for diesel fuel used in generators and plant equipment. Funding is provided to purchase two (2) additional handheld meters, 400 new meter installations and 1,600 repairs.
697,725	759,620	61,895	<u>BUSINESS AND TRAVEL</u> Maintenance of vehicles, fuel charges, membership fees and dues and training seminars increase based on actual expense history

WATER & SEWER FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
927,140	1,445,950	518,810	<u>CAPITAL OUTLAY</u> Funding provides for: annual inspection and maintenance of all wells, plant improvements, meters, electronic process controls, shelving, electric heaters, air conditioners, John Deere gator, air compressor, blowers, saws, pumps, tampers, hydraulic power tools, testing gauges, leak detection equipment, shoring box, flow meters, laboratory equipment, tower antennas and other miscellaneous equipment. Generators are also planned, with a Federal Emergency Management Agency (FEMA) grant providing 75% of the total cost.
16,942,016	19,922,820	2,980,804	<u>MISCELLANEOUS</u> Funding provides for payments to Delta Borough for treatment of waste, as required by the inter-state agreement and sludge generation fee paid to Maryland Department of Environment (MDE) per actuals and payment to Havre de Grace's city water plant for Harford County's share of the plant's operations, Pro Rata Shares for the General Fund to support administrative services decreases based on the FY 15 General Fund budget. Funding for depreciation increases per Treasury's recommendations. Paygo funds to support the FY 15 Approved Capital budget increases over FY 14 Approved Capital Budget.
620,050	50	(620,000)	<u>INTER-GOVERNMENTAL/INTER-FUND</u> Payments to Havre de Grace for city water plant moved under Miscellaneous category

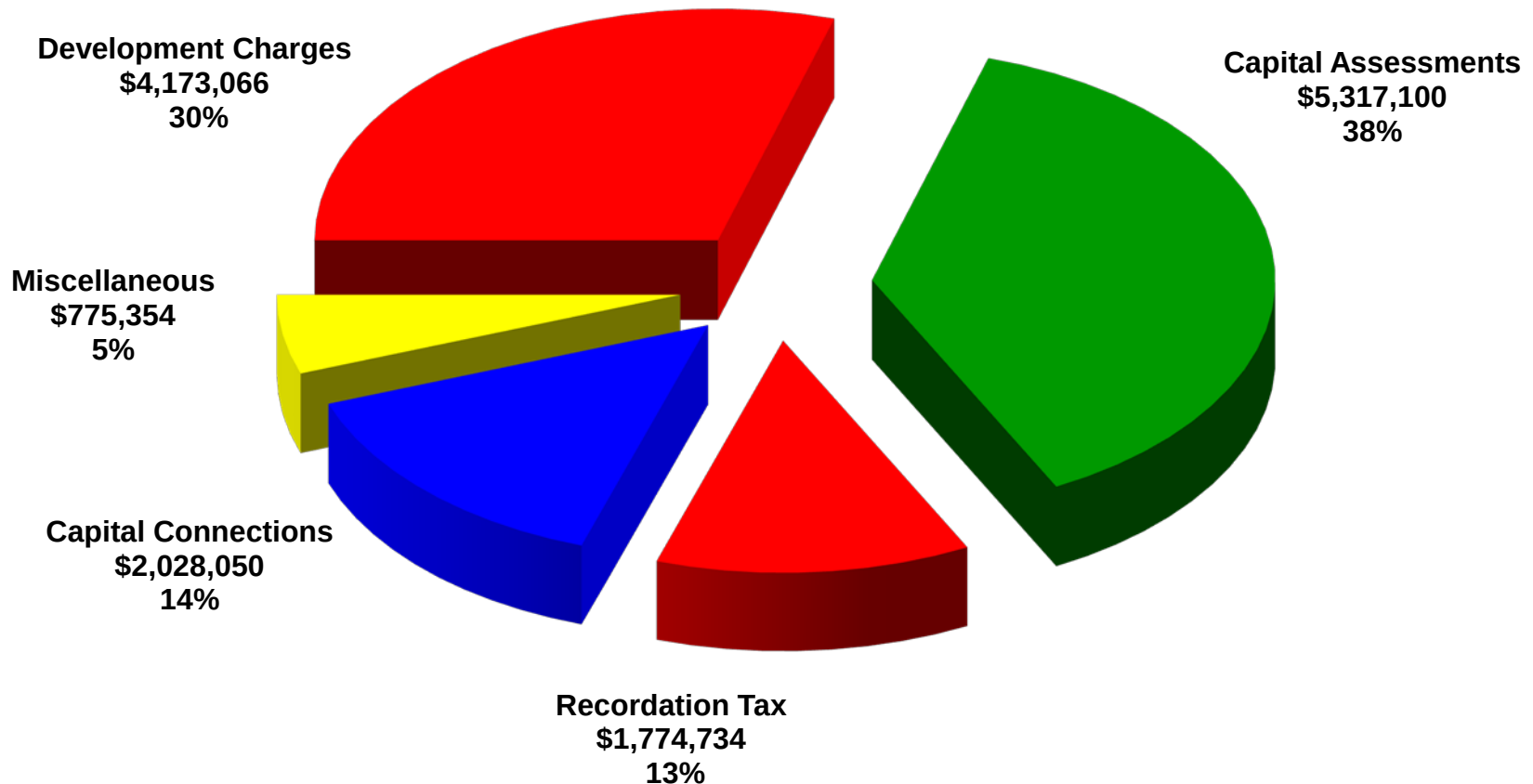
WATER & SEWER DEBT SERVICE

FY 15 APPROVED WATER & SEWER DEBT SERVICE FUND REVENUE BREAKDOWN

DEVELOPMENT CHARGES	30%	4,173,066	CAPITAL CONNECTIONS	14%	2,028,050
CAPITAL ASSESSMENTS	38%	5,317,100	MISCELLANEOUS	5%	775,354
			RECORDATION TAX	13%	1,774,734

TOTAL WATER & SEWER DEBT SERVICE FUND REVENUES	14,068,304

**WATER & SEWER DEBT
SERVICE FUND REVENUES
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$14,068,304**

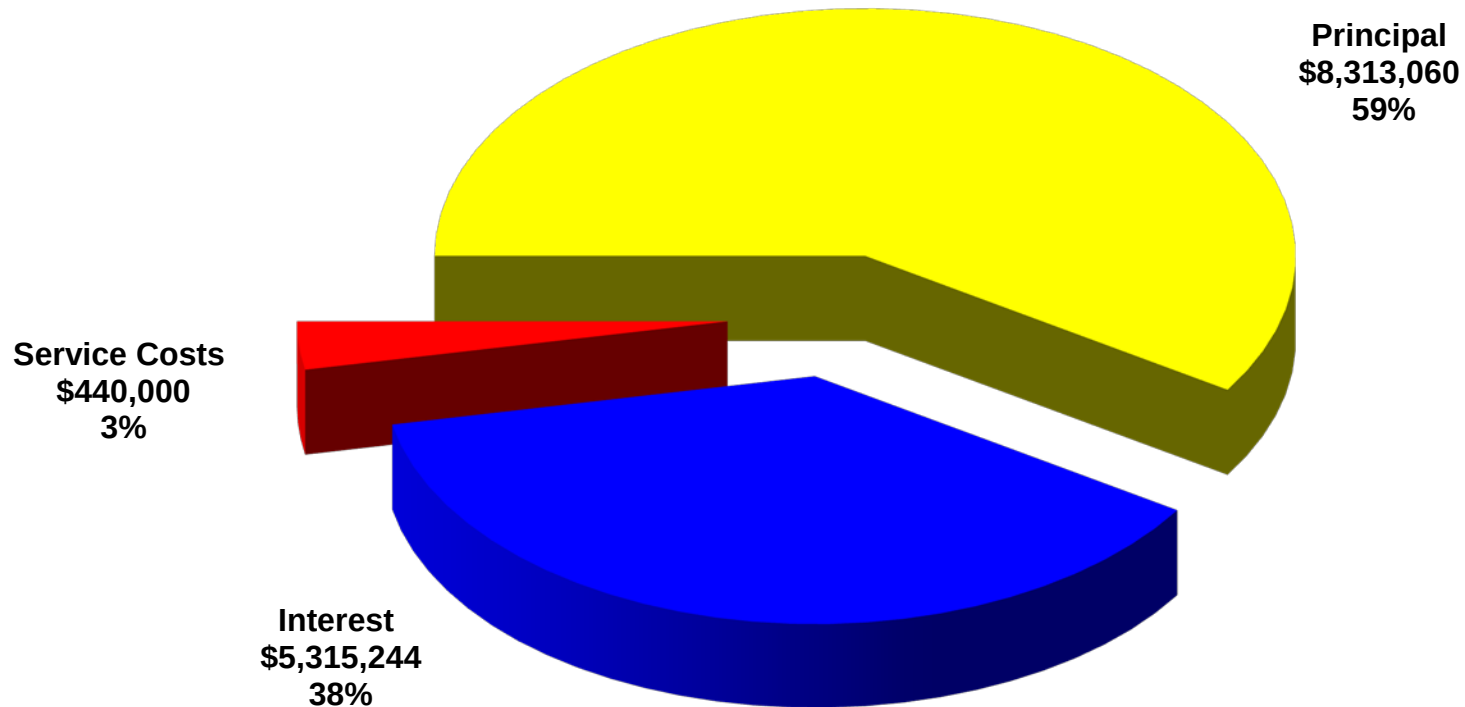


**FY 15 APPROVED WATER & SEWER DEBT SERVICE FUND
APPROPRIATIONS BREAKDOWN**

PRINCIPAL	59%	8,313,060	INTEREST	38%	5,315,244
			SERVICE COSTS	3%	440,000

TOTAL WATER & SEWER FUND DEBT SERVICE APPROPRIATIONS	14,068,304

**WATER & SEWER DEBT SERVICE
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$14,068,304**



WATER & SERVICE DEBT SERVICE FUND

ORIGIN/PURPOSE:

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

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

SYSTEM CAPITAL CHARGES - which include:

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

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

Development Charges - System development charges were established by Harford County Code Chapter 256, Article V, Section 45.4, Water/Sewer mains must be deemed operational by the Department of Public Works, and development charges must be paid, before the issuance of a plumbing permit for connection. These fees are based on each EDU, which increase by 6% each July 1st. For FY 15 the water system fee is \$3,135 and the sewer system fee is \$6,477.

ASSESSMENTS - are comprised of:

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

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

WATER & SERVICE 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 \$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.

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 & SERVICE DEBT SERVICE FUND

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	116,759	117,361	152,000	130,000	130,000
60	DEBT SERVICE	14,899,988	14,898,709	13,966,789	13,938,304	13,938,304
	GRAND TOTAL	15,016,747	15,016,070	14,118,789	14,068,304	14,068,304

SUMMARY BY DEPARTMENT:

66	DEBT SERVICE	15,016,747	15,016,070	14,118,789	14,068,304	14,068,304
	GRAND TOTAL	15,016,747	15,016,070	14,118,789	14,068,304	14,068,304

SUMMARY BY REVENUE SOURCE:

RECORDATION TAX	1,514,835	1,783,159	1,700,255	1,774,734	1,774,734
CAPITAL ASSESSMENTS	5,176,649	5,420,480	5,488,000	5,317,100	5,317,100
CAPITAL CONNECTIONS	1,491,367	1,789,110	1,478,200	2,028,050	2,028,050
DEVELOPMENT CHARGES	4,054,896	3,844,744	4,681,900	4,173,066	4,173,066
INVESTMENT INCOME	18,611	18,902	8,750	8,000	8,000
MISCELLANEOUS	770,246	1,021,784	761,684	767,354	767,354
GRAND TOTAL	13,026,604	13,878,179	14,118,789	14,068,304	14,068,304

WATER & SERVICE DEBT SERVICE FUND

FINANCIAL NOTES:

FY 15 Approved Budget 14,068,304

FY 14 Approved Budget 14,118,789

\$ decrease (50,485)

% decrease (0.36%)

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
1,700,255	1,774,734	74,479	<u>RECORDATION TAX:</u> The FY15 estimate for recordation tax is based on actual collections for FY 14
5,488,000	5,317,100	(170,900)	<u>CAPITAL ASSESSMENTS:</u> The decrease in capital assessments reflects a slight decrease in new petition projects and connections in the form of user benefit assessments
1,478,200	2,028,050	549,850	<u>CAPITAL CONNECTIONS:</u> FY 15 budget reflects actual collections during FY 14
4,681,900	4,173,066	(508,834)	<u>DEVELOPMENT CHARGES:</u> Projected to reflect a very modest decrease in connection activity and the 6% annual fee increase. FY 15 is based on FY 14 actual receipts.
8,750	8,000	(750)	<u>INVESTMENT INCOME:</u> Falling interest rates and an increase in the spending of bond funds, resulted in interest earnings projected to decrease for FY 15

WATER & SERVICE DEBT SERVICE FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES																								
761,684	767,354	5,670	<u>MISCELLANEOUS:</u> FY 15 projection is based on actual receipt history for capital surcharges, Build America bond interest, and interest on unpaid area connection charges, benefit assessments, and user benefit assessments																								
FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES																								
			<u>DEBT SERVICE:</u>																								
7,690,840	8,313,060	622,220	Principal Payments - are adjusted to the amounts due on outstanding debt																								
6,005,949	5,315,244	(690,705)	Interest Payments - decrease in debt cost attributed to refunding and payoff of debt with high interest rates and incurring new debt at lower interest rates																								
422,000	440,000	18,000	Service Costs:																								
			<table> <tr> <th></th><th>FY 14</th><th>FY 15</th><th>Change</th></tr> <tr> <td>Legal Services</td><td>10,000</td><td>6,000</td><td>(4,000)</td></tr> <tr> <td>Management Services</td><td>140,000</td><td>120,000</td><td>(20,000)</td></tr> <tr> <td>Other Professional Services</td><td>2,000</td><td>4,000</td><td>2,000</td></tr> <tr> <td>Cost of Issuance</td><td>270,000</td><td>310,000</td><td>40,000</td></tr> <tr> <td>Totals</td><td>422,000</td><td>440,000</td><td>18,000</td></tr> </table>		FY 14	FY 15	Change	Legal Services	10,000	6,000	(4,000)	Management Services	140,000	120,000	(20,000)	Other Professional Services	2,000	4,000	2,000	Cost of Issuance	270,000	310,000	40,000	Totals	422,000	440,000	18,000
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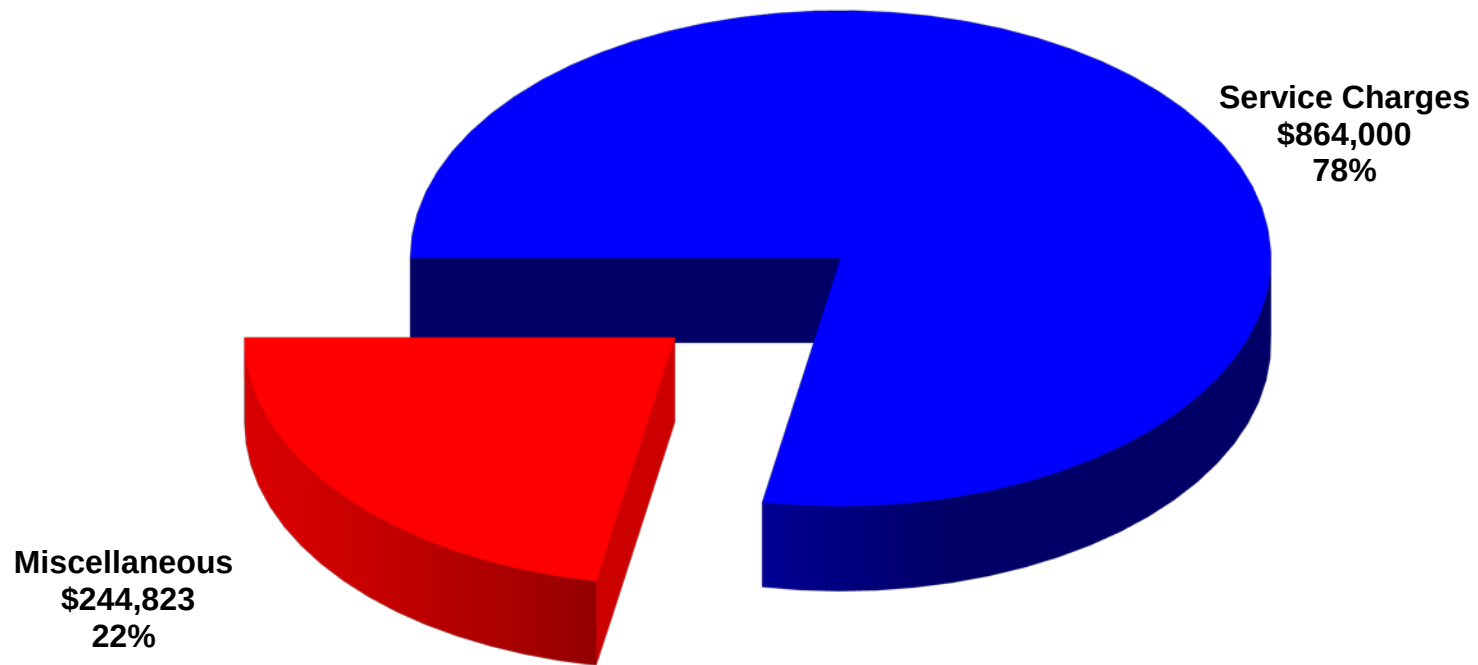
PARKS & RECREATION SPECIAL REVENUE

FY 15 APPROVED PARKS & RECREATION SPECIAL REVENUE REVENUE BREAKDOWN

SERVICE CHARGES	78%	864,000	MISCELLANEOUS:	22%	244,823
			Fund Balance	244,323	
			Investment Income	500	

TOTAL PARKS & RECREATION SPECIAL REVENUE - REVENUES	1,108,823

**PARKS & RECREATION
SPECIAL REVENUES
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$1,108,823**

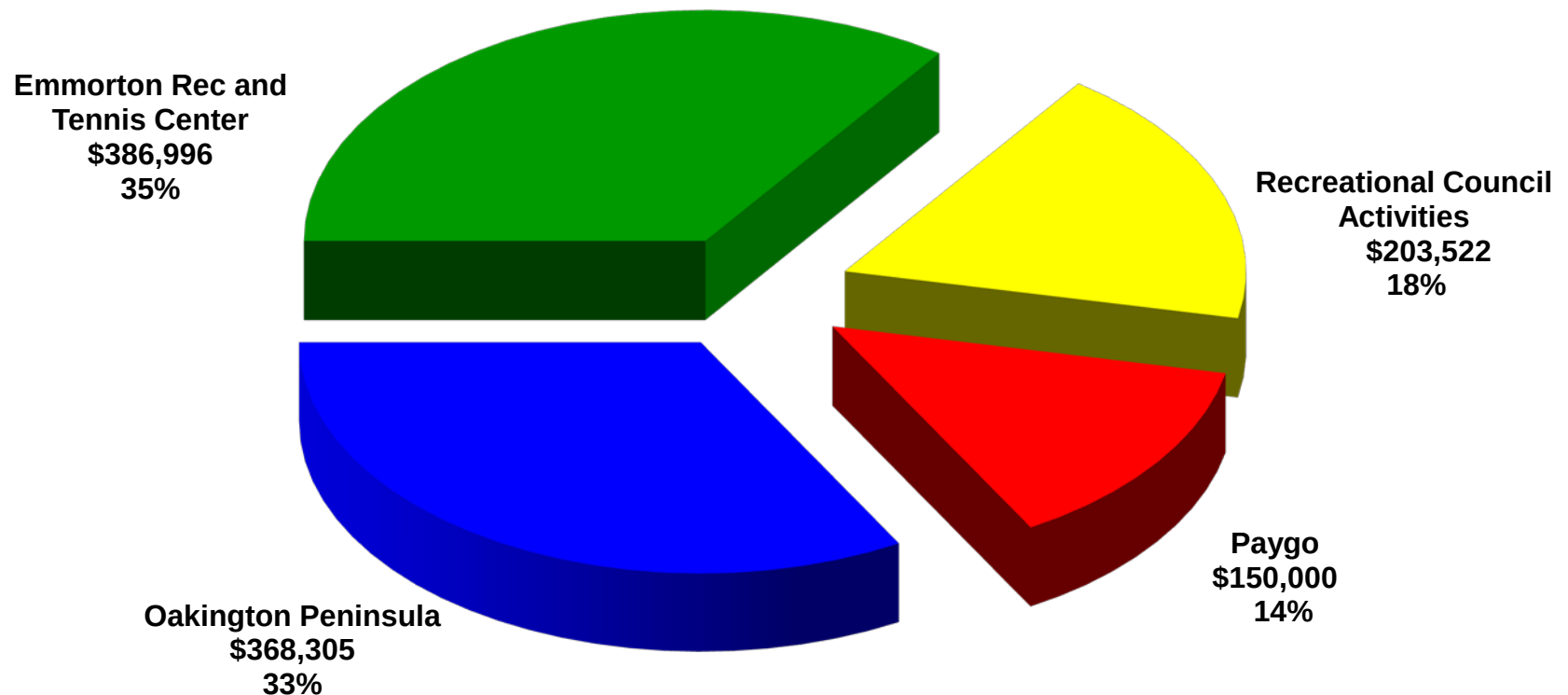


FY 15 APPROVED PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS BREAKDOWN

EMMORTON RECREATION AND TENNIS CENTER	35%	386,996	OAKINGTON PENINSULA	33%	368,305
RECREATIONAL COUNCIL ACTIVITIES	18%	203,522	PAYGO	14%	150,000

TOTAL PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS	1,108,823

**PARKS & RECREATION SPECIAL REVENUE
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$1,108,823**



PARKS AND RECREATION SPECIAL REVENUE FUND

ORIGIN/PURPOSE:

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

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

- o Emmorton Recreation and Tennis Center:

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

- 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 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 AND RECREATION SPECIAL REVENUE FUND

FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	443,020	417,622	444,593	398,695	398,695
20	CONTRACTUAL SERVICES	271,870	356,017	317,910	361,170	361,170
30	SUPPLIES & MATERIALS	38,906	46,185	60,065	62,465	62,465
40	BUSINESS & TRAVEL	1,177	1,151	4,165	4,165	4,165
50	CAPITAL OUTLAY	28,037	22,158	38,000	73,000	73,000
70	MISCELLANEOUS	0	0	19,500	209,328	209,328
	GRAND TOTAL	783,010	843,133	884,233	1,108,823	1,108,823
<u>SUMMARY BY DEPARTMENT:</u>						
59	PARKS AND RECREATION	783,010	843,133	884,233	958,823	958,823
70	MISCELLANEOUS	0	0	0	150,000	150,000
	GRAND TOTAL	783,010	843,133	884,233	1,108,823	1,108,823
<u>SUMMARY BY REVENUE SOURCE:</u>						
	MISCELLANEOUS REVENUES	1,736	556	0	0	0
	INVESTMENT INCOME	843	733	500	500	500
	FUND BALANCE APPROPRIATION	0	0	33,233	244,323	244,323
	SERVICE CHARGES	882,684	928,279	850,500	864,000	864,000
	GRAND TOTAL	885,263	929,568	884,233	1,108,823	1,108,823

PARKS AND RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

FY 15 Approved Budget	1,108,823
FY 14 Approved Budget	884,233
\$ increase	224,590
% increase	25.40%

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES																												
850,500	864,000	13,500	<u>SERVICE CHARGES</u> Account for receipts from various facilities and equipment. For example, the skateboard park, the Showmobile stage rentals, Emmorton Recreation and Tennis Center fees and Swan Harbor facility rental. FY 15 estimated revenues adjusted based on actual receipt history: <table> <tr> <th></th><th>FY 14</th><th>FY 15</th><th>Change</th></tr> <tr> <td>Skateboard Facility</td><td>5,000</td><td>4,000</td><td>(1,000)</td></tr> <tr> <td>Emmorton Rec & Tennis Center</td><td>260,000</td><td>260,000</td><td>0</td></tr> <tr> <td>Oakington Peninsula</td><td>360,000</td><td>370,000</td><td>10,000</td></tr> <tr> <td>Showmobile/Stage Rentals</td><td>10,500</td><td>10,000</td><td>(500)</td></tr> <tr> <td>Recreation Councils/Spec Activities</td><td>215,000</td><td>220,000</td><td>5,000</td></tr> <tr> <td></td><td><u>850,500</u></td><td><u>864,000</u></td><td><u>13,500</u></td></tr> </table>		FY 14	FY 15	Change	Skateboard Facility	5,000	4,000	(1,000)	Emmorton Rec & Tennis Center	260,000	260,000	0	Oakington Peninsula	360,000	370,000	10,000	Showmobile/Stage Rentals	10,500	10,000	(500)	Recreation Councils/Spec Activities	215,000	220,000	5,000		<u>850,500</u>	<u>864,000</u>	<u>13,500</u>
	FY 14	FY 15	Change																												
Skateboard Facility	5,000	4,000	(1,000)																												
Emmorton Rec & Tennis Center	260,000	260,000	0																												
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	<u>850,500</u>	<u>864,000</u>	<u>13,500</u>																												
500	500	0	<u>INVESTMENT REVENUES</u> Revenues are estimated to remain flat for FY 15																												
33,233	244,323	211,090	<u>FUND BALANCE APPROPRIATED</u> This revenue source is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. FY 14 funding was utilized for replacement/relocation of the HVAC system and replacement of furnishings at Swan Harbor Farm, a major revenue generating venue for Harford County. Improvements will continue in FY 15 in support of a capital project for Swan Harbor Farm as well as furnishing a fitness room at the Emmorton Recreation and Tennis Center which is anticipated to bring additional revenues into this fund.																												

PARKS AND RECREATION SPECIAL REVENUE FUND

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
444,593	398,695	(45,898)	<u>PERSONAL SERVICES</u> Net decrease based on actual expense history for salaries and associated costs of temporary program attendants/facilitators, event workers/attendants, skateboard manager and attendants, a part-time custodian and therapeutic recreation assistants.
317,910	361,170	43,260	<u>CONTRACTUAL SERVICES</u> Net increase is the result of parking lot security upgrades at the Emmorton Recreation and Tennis Center; additional courses periodically provided by contractual personnel on various topics (etiquette, social communication skills, physical training, etc.) for individuals with learning challenges; reimbursement to Harford County Public Schools (HCPS) for events held at their facilities and hosted by Recreation Councils based on actual expense history; increase in mowing frequency at the main house at Swan Harbor facility as well as the Disposal Material Placement (DMP) site; offset by fewer costly repairs planned in FY 15 at Swan Harbor; reduction of the FY 14 one-time purchase of online tennis center software, reduction in Tennis Pro instructor contract due to reduced enrollment, and adjustments to advertising, telephone service, removal/storage of event tents, fire extinguisher and arborist services based on actual expense history.
60,065	62,465	2,400	<u>SUPPLIES & MATERIALS</u> Funding will provide T-shirts for Above and Beyond participants in the Recreational Council Activities budget and cover the cost of sodas and beverages sold at the Emmorton Recreation and Tennis Center based on actual expense history

PARKS AND RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
38,000	73,000	35,000	<u>CAPITAL OUTLAY</u> Emmorton Recreation and Tennis Center: equipment for new fitness room to include a new rubberized floor, treadmills, elliptical machines, recumbent bike, incline bench and free weights and a cover for the walkway leading to the entrance of the new fitness room entrance. The \$35,000 investment is anticipated to bring additional revenues to the facility through new fitness membership fees. Oakington Peninsula: funding is provided in the amount of \$38,000 to purchase chairs and tables as needed, replacement of stove/oven and aerial lift equipment necessary for various height-related jobs at Swan Harbor Farm
19,500	209,328	189,828	<u>MISCELLANEOUS</u> Pro Rata Shares for support of General Fund administrative services in the amount of \$59,328 and Paygo funding in the amount of \$150,000 in support of the Swan Harbor Farm Improvements capital project in which the existing brick flooring under the main tent will be converted to stamped concrete and the tent will be replaced. This increase is offset slightly for the interfund reimbursement to the Department of Public Works for repair/resurfacing of the farm's entrance driveway and parking lot completed in FY 14.

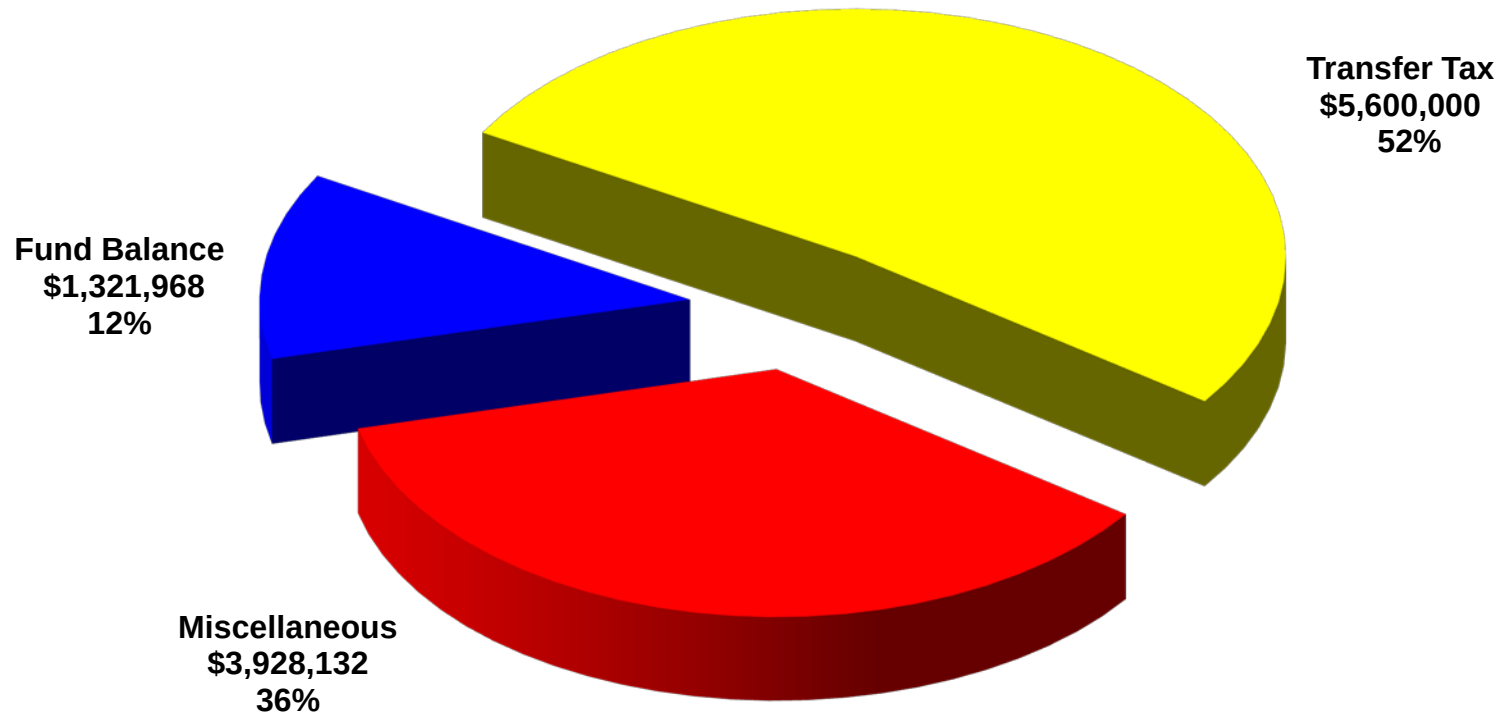
COUNTY - AG PRESERVATION

FY 15 APPROVED COUNTY - AG PRESERVATION REVENUE BREAKDOWN

TRANSFER TAX	52%	5,600,000	MISCELLANEOUS:	36%	3,928,132
			Investment Income	1,408,607	
			Proceeds from Lot Exclusion	19,525	
			Proceeds from Installment Loan	2,500,000	
FUND BALANCE	12%	1,321,968			

TOTAL COUNTY - AG PRESERVATION REVENUES	10,850,100

**COUNTY - AG PRESERVATION
REVENUES**
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$10,850,100



FY 15 APPROVED COUNTY - AG PRESERVATION APPROPRIATIONS BREAKDOWN

**AG PRESERVATION -
COUNTY**

45%

4,885,301

DEBT SERVICE

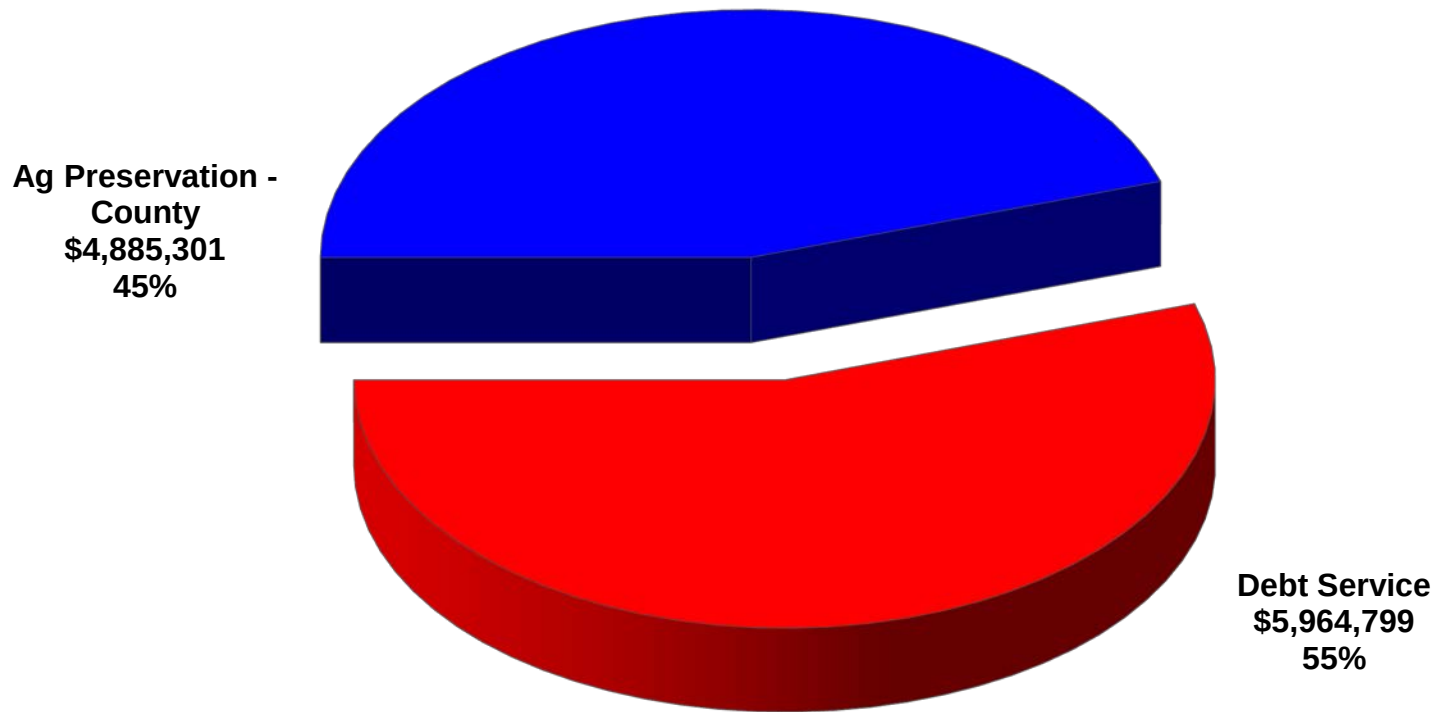
55%

5,964,799

TOTAL COUNTY - AG PRESERVATION APPROPRIATIONS

10,850,100

**COUNTY - AG PRESERVATION
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$10,850,100**



AGRICULTURAL PRESERVATION - COUNTY

ORIGIN/PURPOSE:

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

50% to the County's Agricultural Land Preservation Program

50% to fund school site acquisition, school construction, or school debt service

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

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

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

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

As of July 2014, the County has acquired 47,825 acres of farm land through County and State Agricultural Preservation programs along with donated easements.

AGRICULTURAL PRESERVATION - COUNTY

FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	86,147	79,474	81,614	82,451	82,451
20	CONTRACTUAL SERVICES	37,383	28,391	30,000	30,350	30,350
30	SUPPLIES & MATERIALS	0	0	0	1,650	1,650
40	BUSINESS & TRAVEL	0	0	0	850	850
50	CAPITAL OUTLAY	7,156,127	2,112,585	0	4,500,000	4,500,000
60	DEBT SERVICE	4,241,415	6,201,417	5,293,395	5,934,799	5,934,799
70	MISCELLANEOUS	144,228	248,721	771,210	300,000	300,000
	GRAND TOTAL	11,665,300	8,670,588	6,176,219	10,850,100	10,850,100

SUMMARY BY DEPARTMENT:

06	PLANNING AND ZONING	7,386,502	2,440,780	852,824	4,885,301	4,885,301
66	DEBT SERVICE	4,278,798	6,229,808	5,323,395	5,964,799	5,964,799
	GRAND TOTAL	11,665,300	8,670,588	6,176,219	10,850,100	10,850,100

SUMMARY BY REVENUE SOURCE:

TRANSFER TAX	4,893,158	5,427,413	4,800,000	5,600,000	5,600,000
FUND BALANCE APPROPRIATION	0	0	712,755	1,321,968	1,321,968
INVESTMENT INCOME	5,117,943	(980,995)	646,244	1,408,607	1,408,607
MISCELLANEOUS REVENUES	6,995,127	2,039,331	17,220	2,519,525	2,519,525
GRAND TOTAL	17,006,228	6,485,749	6,176,219	10,850,100	10,850,100

AGRICULTURAL PRESERVATION - COUNTY

FINANCIAL NOTES:

FY 15 Approved Budget 10,850,100

FY 14 Approved Budget 6,176,219

\$ increase 4,673,881

% increase 75.68%

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
4,800,000	5,600,000	800,000	<u>TRANSFER TAX</u> The FY 15 budget for Transfer Tax is based on prior year actual collections and projections for current year and future year
646,244	1,408,607	762,363	<u>INVESTMENT INCOME</u> Interest income on investments purchased for agricultural preservation is projected to be higher in FY 15 due to additional U.S. Treasury securities maturing
17,220	2,519,525	2,502,305	<u>MISCELLANEOUS REVENUES</u> The primary increase is for "Proceeds from Installment Loans" because the County is planning on purchasing easements in FY 15
712,755	1,321,968	609,213	<u>FUND BALANCE APPROPRIATED</u> Excess unappropriated fund balance at the end of the year is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. Fund balance increased because the County did not purchase any easements in FY 14.

AGRICULTURAL PRESERVATION - COUNTY

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
81,614	82,451	837	<u>PERSONAL SERVICES</u> Increase is the result of health benefit adjustments
30,000	30,350	350	<u>CONTRACTUAL SERVICES</u> Catering services for Ag promotion previously budgeted in Agricultural Preservation - State
0	1,650	1,650	<u>SUPPLIES & MATERIALS</u> Office supplies, printing, delivery costs, mailing and miscellaneous expenses moved here from Agricultural Preservation - State
0	850	850	<u>BUSINESS & TRAVEL</u> Mileage, parking/tolls, meals, and training seminars/meeting expenses moved here from Agricultural Preservation - State
0	4,500,000	4,500,000	<u>CAPITAL OUTLAY</u> Increase reflects estimated easement purchases for FY 15
5,293,395	5,934,799	641,404	<u>DEBT SERVICE</u> Debt service increase is the result of more strip treasuries maturing in FY 15
771,210	300,000	(471,210)	<u>MISCELLANEOUS</u> Estimated purchase of land under the State Program anticipated to be less in FY 15



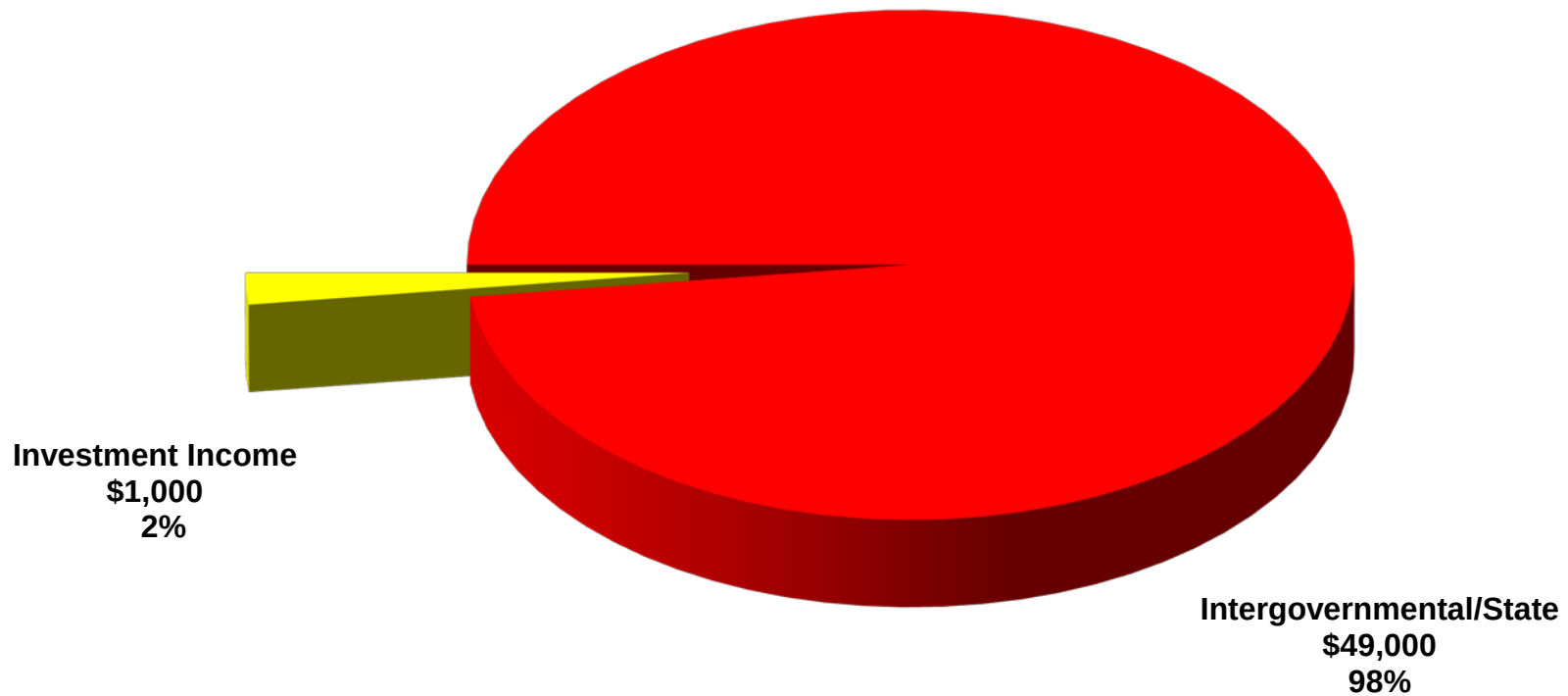
STATE - AG PRESERVATION

FY 15 APPROVED STATE - AG PRESERVATION REVENUE BREAKDOWN

INTERGOVERNMENTAL/STATE	98%	49,000	INVESTMENT INCOME	2%	1,000

TOTAL STATE - AG PRESERVATION REVENUES	50,000

**STATE - AG PRESERVATION
REVENUES**
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$50,000

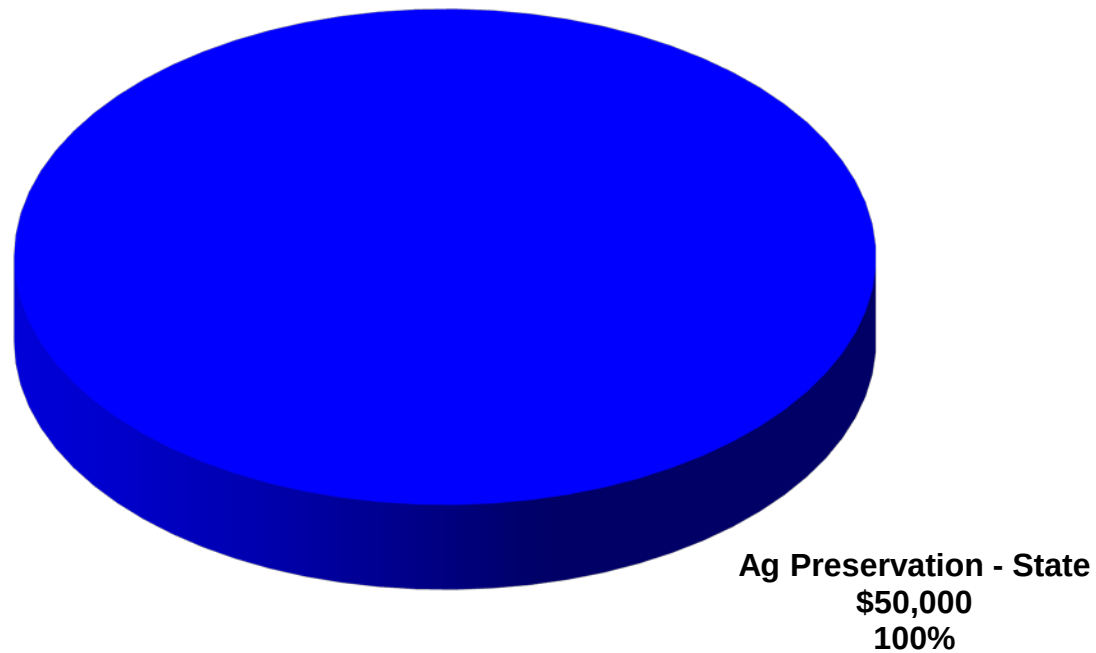


**FY 15 APPROVED STATE - AG PRESERVATION
APPROPRIATION BREAKDOWN**

AG PRESERVATION - STATE	100%	50,000

TOTAL STATE - AG PRESERVATION APPROPRIATIONS	50,000

**STATE - AG PRESERVATION
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$50,000**



AGRICULTURAL PRESERVATION - STATE

ORIGIN/PURPOSE:

The Maryland Agricultural Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. Preservation of farmland was also intended to help curb the random expansion of urban development.

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

- o a portion of the State's Property Transfer Tax, which is assessed on all 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 in the following manner:
 - o 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.
 - o 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 July 2014, the County has acquired 47,825 acres of farm land through County and State Agricultural Preservation programs along with donated easements.

AGRICULTURAL PRESERVATION - STATE

FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
20	CONTRACTUAL SERVICES	0	0	350	0	0
30	SUPPLIES AND MATERIALS	774	1,369	1,650	0	0
40	BUSINESS AND TRAVEL	121	377	850	0	0
70	MISCELLANEOUS	1,372	14,257	47,150	20,000	20,000
	GRAND TOTAL	32,267	46,003	80,000	50,000	50,000
<u>SUMMARY BY DEPARTMENT:</u>						
06	PLANNING AND ZONING	32,267	46,003	80,000	50,000	50,000
	GRAND TOTAL	32,267	46,003	80,000	50,000	50,000
<u>SUMMARY BY REVENUE SOURCE:</u>						
	TRANSFER TAX - STATE	33,214	46,081	78,000	49,000	49,000
	INVESTMENT INCOME	(43)	(78)	2,000	1,000	1,000
	GRAND TOTAL	33,171	46,003	80,000	50,000	50,000

AGRICULTURAL PRESERVATION - STATE

FINANCIAL NOTES:

FY 15 Approved Budget	50,000
FY 14 Approved Budget	80,000
\$ decrease	(30,000)
% decrease	(37.50%)

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
78,000	49,000	(29,000)	<u>TRANSFER TAX - STATE</u> FY 15 budget for Transfer Tax is based on the last three years of actual collections
2,000	1,000	(1,000)	<u>INVESTMENT INCOME</u> FY 15 Investment Income is expected to decline due to lower rates

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
30,000	30,000	0	<u>PERSONAL SERVICES</u> A salary offset of \$30,000 is available to offset the salary of a Planner III in the Department of Planning & Zoning
850	0	(850)	<u>SUPPLIES & MATERIALS</u> Funding for operating expenses such as office supplies, printing, delivery/mailing costs and miscellaneous supplies and materials budgeted in Agricultural Preservation - County in FY 15 as administrative costs cannot exceed \$30,000

AGRICULTURAL PRESERVATION - STATE

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
850	0	(850)	<u>BUSINESS & TRAVEL</u> Funding for mileage, parking/tolls, meals and training seminars budgeted in Agricultural Preservation - County in FY 15 as administrative costs cannot exceed \$30,000
47,150	20,000	(27,150)	<u>MISCELLANEOUS</u> Agricultural Land Preservation - decrease for match available for easement purchases the Maryland Agricultural Land Preservation Foundation (MALPF) will make on the County's behalf



The Black Eyed Susan, the official Maryland State flower

STORMWATER MANAGEMENT

FY 15 APPROVED STORMWATER MANAGEMENT FUND REVENUE BREAKDOWN

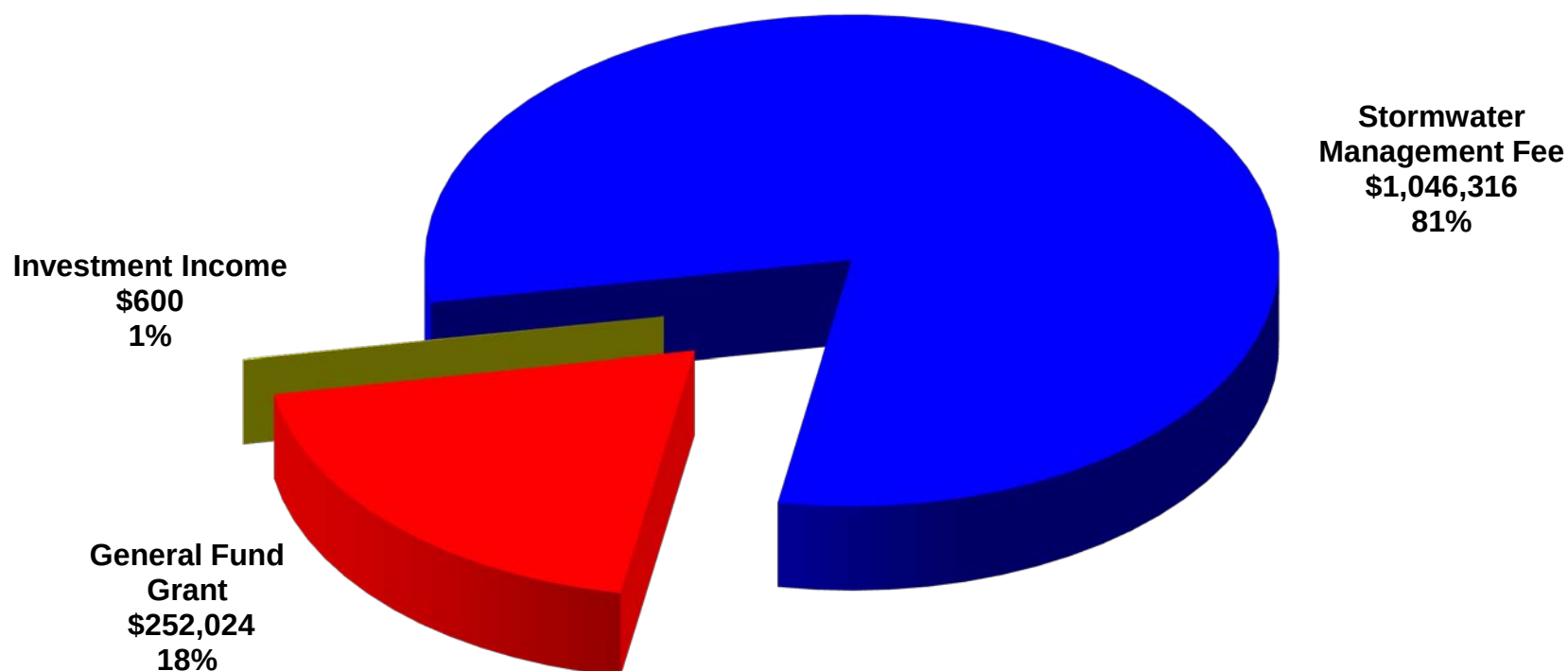
STORMWATER MANAGEMENT FEE	81%	1,046,316	GENERAL FUND GRANT	18%	252,024
INVESTMENT INCOME	1%	600			

TOTAL STORMWATER MANAGEMENT FUND - REVENUES

1,298,940

STORMWATER MANAGEMENT REVENUES

Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$1,298,940

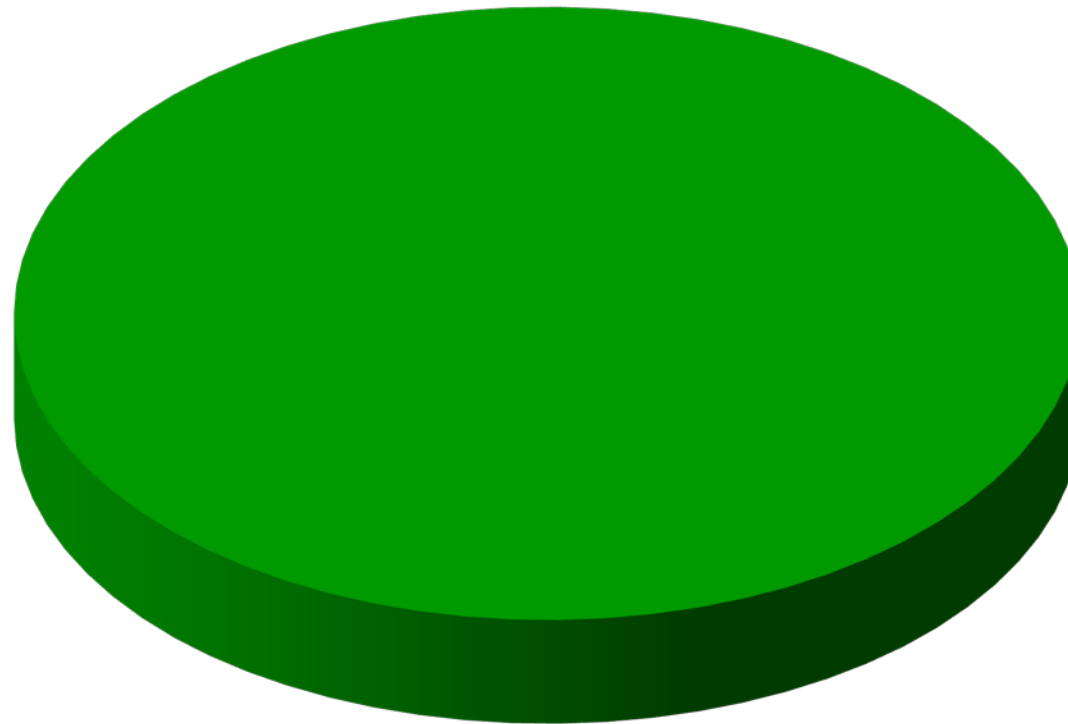


FY 15 APPROVED STORMWATER MANAGEMENT APPROPRIATIONS BREAKDOWN

STORMWATER MANAGEMENT	100%	1,298,940

TOTAL STORMWATER MANAGEMENT APPROPRIATIONS	1,298,940

**STORMWATER MANAGEMENT
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$1,298,940**



**Public Works -
Stormwater
Management
\$1,298,940
100%**

STORMWATER MANAGEMENT

ORIGIN/PURPOSE:

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

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

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.

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONAL SERVICES	0	0	1,199,026	1,159,302	1,159,302
20	CONTRACTUAL SERVICES	0	0	29,870	29,170	29,170
30	SUPPLIES & MATERIALS	0	0	10,795	10,745	10,745
40	BUSINESS & TRAVEL	0	0	20,100	19,150	19,150
70	MISCELLANEOUS	0	0	0	80,373	80,373
80	INTERGOVERNMENTAL/INTERFUND	0	0	200	200	200
GRAND TOTAL		0	0	1,259,991	1,298,940	1,298,940

STORMWATER MANAGEMENT

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DEPARTMENT:</u>						
30	PUBLIC WORKS	0	0	1,259,991	1,298,940	1,298,940
	GRAND TOTAL	0	0	1,259,991	1,298,940	1,298,940

SUMMARY BY REVENUE SOURCE:

GENERAL FUND GRANTS	0	0	194,266	252,024	252,024
INVESTMENT INCOME	0	0	0	600	600
STORMWATER MANAGEMENT FEE	0	0	1,065,725	1,046,316	1,046,316
GRAND TOTAL	0	0	1,259,991	1,298,940	1,298,940

FINANCIAL NOTES:

FY 15 Approved Budget	1,298,940
FY 14 Approved Budget	1,259,991
\$ increase	38,949
% increase	3.09%

STORMWATER MANAGEMENT

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
			<u>STORMWATER MANAGEMENT FEE</u>
1,065,725	1,046,316	(19,409)	Decrease based on preliminary FY 14 actual receipts for the first year of stormwater fee billing and collections.
			<u>GENERAL FUND GRANT</u>
194,266	252,024	57,758	Funds provided from General Fund to support the operating costs of the Stormwater Management Fund. The reduction in FY 15 stormwater management fees and a slight increase in operating expenses is being subsidized by an increase in the General Fund Grant.
FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
			<u>PERSONAL SERVICES</u>
1,199,026	1,159,302	(39,724)	Decrease is the net result of a Civil Engineer III salary offset based on hours worked and staff turnover, offset by an increase for anticipated health benefit cost
			<u>CONTRACTUAL SERVICES</u>
29,870	29,170	(700)	Office equipment appropriations increase per current lease agreements offset by telephone and scanner services based on actual expense history
			<u>BUSINESS AND TRAVEL</u>
20,100	19,150	(950)	County vehicle maintenance decrease based on actual expense history
			<u>MISCELLANEOUS</u>
0	80,373	80,373	Fund will be expensed in FY 15 for its pro rata share of administrative support services provided by departments within the General Fund (i.e. Treasury, Procurement, Law, etc.)

TAX INCREMENT FINANCING

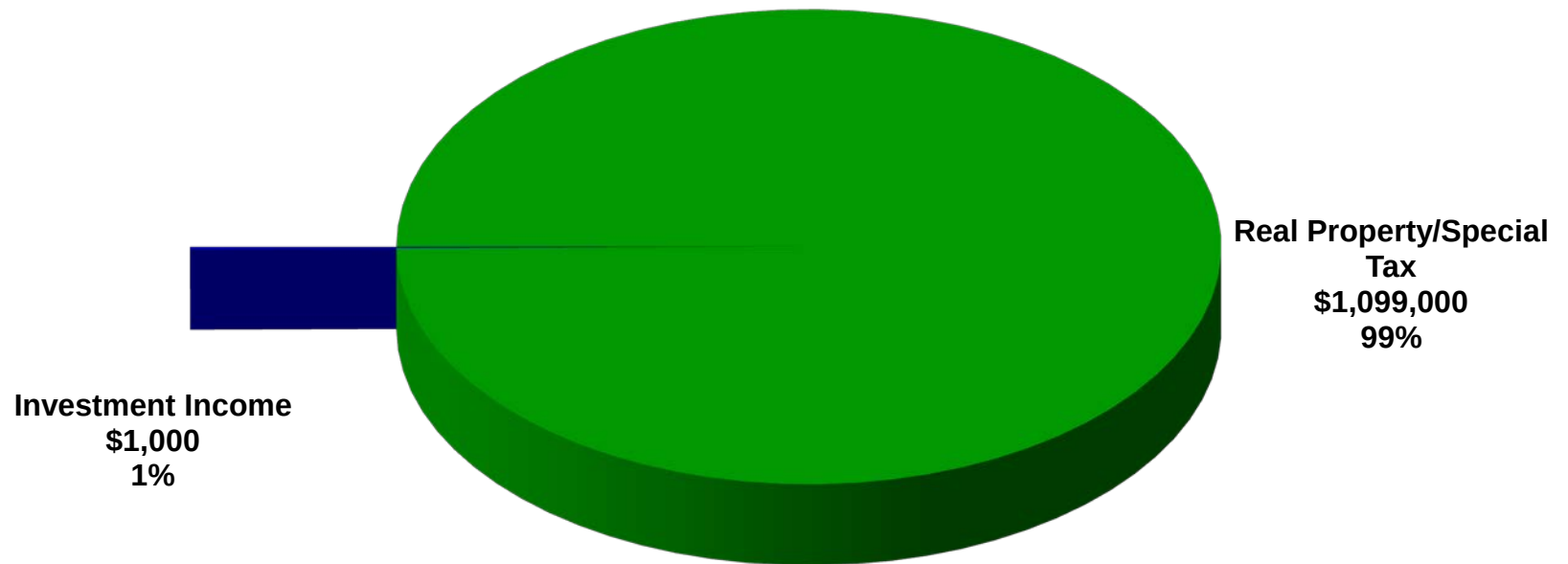
FY 15 APPROVED TAX INCREMENT FINANCING REVENUE BREAKDOWN

REAL PROPERTY/SPECIAL TAX	99%	1,099,000	INVESTMENT INCOME	1%	1,000

-

TOTAL TAX INCREMENT FINANCING REVENUES	1,100,000

**TAX INCREMENT FINANCING
REVENUES**
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$1,100,000



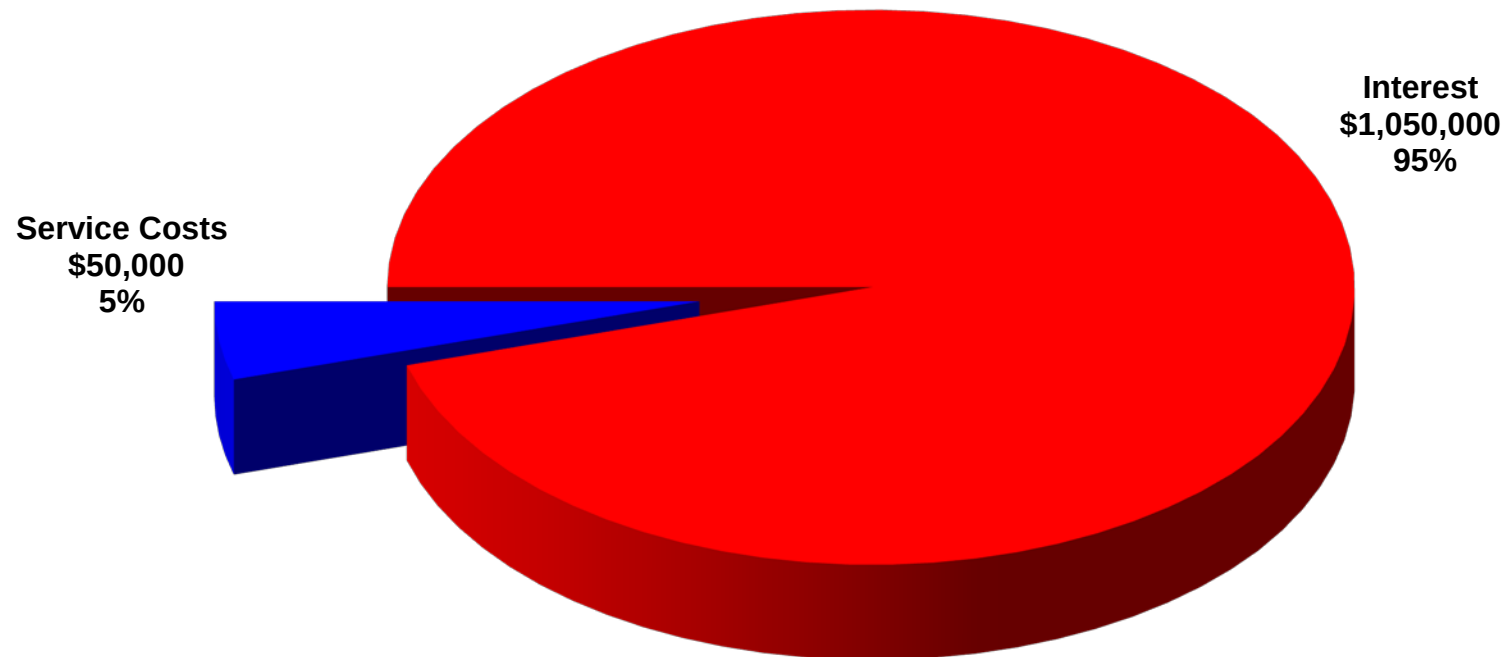
**FY 15 APPROVED TAX INCREMENT FINANCING
APPROPRIATIONS BREAKDOWN**

SERVICE COSTS	5%	50,000	INTEREST	95%	1,050,000

TOTAL TAX INCREMENT FINANCING APPROPRIATIONS

1,100,000

**TAX INCREMENT FINANCING
APPROPRIATIONS
Fiscal Year 2014 - 2015
TOTAL APPROVED BUDGET \$1,100,000**



TAX INCREMENT FINANCING

ORIGIN/PURPOSE:

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

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
60 DEBT SERVICE	829,371	1,075,361	9,525,461	1,100,000	1,100,000
GRAND TOTAL	829,371	1,075,361	9,525,461	1,100,000	1,100,000

SUMMARY BY DEPARTMENT:

66 DEBT SERVICE	829,371	1,075,361	9,525,461	1,100,000	1,100,000
GRAND TOTAL	829,371	1,075,361	9,525,461	1,100,000	1,100,000

SUMMARY BY REVENUE SOURCE:

REAL PROPERTY/SPECIAL TAX	0	978,167	1,099,000	1,099,000	1,099,000
INVESTMENT INCOME	2,899	1,912	40,497	1,000	1,000
MISCELLANEOUS	0	0	8,385,964	0	0
	2,899	980,079	9,525,461	1,100,000	1,100,000

TAX INCREMENT FINANCING

FINANCIAL NOTES:

FY 15 Approved Budget	1,100,000

FY 14 Approved Budget	9,525,461

\$ decrease	(8,425,461)

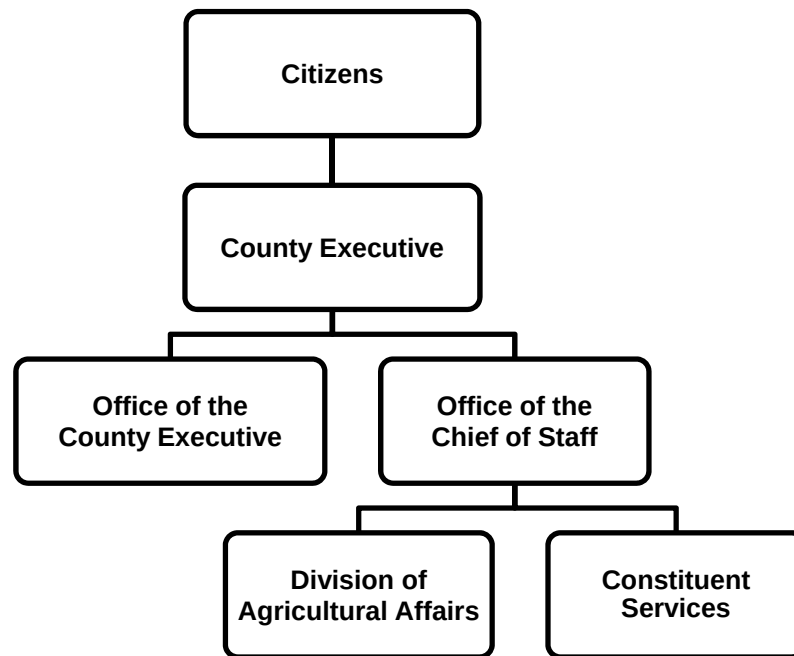
% decrease	(88.45%)

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
1,099,000	1,099,000	0	<u>REAL PROPERTY/SPECIAL TAX</u> FY 15 will be the third year that Harford County will be assessing a Real Property/Special Tax for Beechcreek Estates Development
40,497	1,000	(39,497)	<u>INVESTMENT INCOME</u> Estimated investment income anticipated for Beechcreek accumulated cash balance. The decrease represents the amount that was anticipated had the bonds for James Run Development been sold in FY 14.
8,385,964	0	(8,385,964)	<u>MISCELLANEOUS</u> In FY 14 it was anticipated that Bonds would be issued for the James Run Development. Bonds were not sold by January 28, 2014, so the legislation expired.

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
3,120,000	1,050,000	(2,070,000)	Interest - Beechcreek 2011 Bonds @ \$1,050,000 . Bonds for James Run Development were not sold in FY 14 as anticipated.
6,405,461	50,000	(6,355,461)	Services Costs - Cost of Issuance Beechcreek @ \$50,000. Bonds for James Run Development were not sold in FY 14 as anticipated.

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OFFICE OF COUNTY EXECUTIVE



COUNTY EXECUTIVE

ORIGIN/PURPOSE:

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

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

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

By order of the County Executive of Harford County, Maryland a new Article XXXVIA, heading "Office of the 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,188,918	1,213,655	1,248,349	1,330,430	1,330,430
20 CONTRACTUAL SERVICES	336,379	146,644	260,417	138,750	138,750
30 SUPPLIES AND MATERIALS	21,286	22,358	47,050	42,750	42,750
40 BUSINESS AND TRAVEL	48,173	38,695	74,250	62,050	62,050
50 CAPITAL OUTLAY	1,940	1,385	0	0	0
70 MISCELLANEOUS	281,805	441,902	553,280	457,780	457,780
80 INTER-GOVERNMENTAL/INTERFUND	3,180	97	2,500	2,600	2,600
GRAND TOTAL	<u>1,881,681</u>	<u>1,864,736</u>	<u>2,185,846</u>	<u>2,034,360</u>	<u>2,034,360</u>
<u>SUMMARY BY FUND:</u>					
11 GENERAL	<u>1,881,681</u>	<u>1,864,736</u>	<u>2,185,846</u>	<u>2,034,360</u>	<u>2,034,360</u>
GRAND TOTAL	<u>1,881,681</u>	<u>1,864,736</u>	<u>2,185,846</u>	<u>2,034,360</u>	<u>2,034,360</u>
<u>SUMMARY BY DIVISION:</u>					
011000 OFFICE OF THE COUNTY EXECUTIVE	783,486	780,506	962,619	844,156	844,156
013000 OFFICE OF THE CHIEF OF STAFF	419,880	404,147	451,547	455,081	455,081
014000 DIVISION OF AGRICULTURAL AFFAIRS	425,636	329,688	379,012	371,760	371,760
015000 CONSTITUENT SERVICES	252,679	350,395	392,668	363,363	363,363
GRAND TOTAL	<u>1,881,681</u>	<u>1,864,736</u>	<u>2,185,846</u>	<u>2,034,360</u>	<u>2,034,360</u>

COUNTY EXECUTIVE

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,248,349	1,330,430	82,081	<u>PERSONAL SERVICES</u> Funds previously allocated under contractual services for a Legislative Liaison are now appropriated in Personal Services for salary, health benefit costs, and FICA
260,417	138,750	(121,667)	<u>CONTRACTUAL SERVICES</u> Funds reallocated to Personal Services for the Legislative Liaison, and funds for advertising and management services decrease based on actual expense history.
47,050	42,750	(4,300)	<u>MATERIALS AND SUPPLIES</u> Commercial printing and office mailing funds reduced based on actual expense history
74,250	62,050	(12,200)	<u>BUSINESS AND TRAVEL</u> Mileage, transportation, meals and lodging costs reduced based on actual expense history
553,280	457,780	(95,500)	<u>MISCELLANEOUS</u> Funds provide for contributions to non-profit groups and local cultural arts museums etc. FY 15 funds provided for community crime/drug grants were reallocated to Community Services-Office of Drug Control Policy.
2,500	2,600	100	<u>INTER-GOVERNMENTAL/INTERFUND</u> Funds provide for county pool vehicle rentals and are adjusted based on actual expense history.

**DEPARTMENT STAFF SUMMARY
COUNTY EXECUTIVE**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	52,599	1.00	54,703	1.00	54,703
Administrative Secretary III	1.00	68,990	1.00	71,750	1.00	71,750
Administrative Specialist I	1.00	53,611	1.00	55,755	0.00	0
Administrative Specialist II	2.00	117,627	2.00	122,332	3.00	179,760
Chief of Staff	1.00	110,947	1.00	115,385	1.00	115,385
County Executive	1.00	102,111	1.00	105,136	1.00	105,136
Deputy Chief of Staff	2.00	163,800	2.00	170,352	2.00	170,352
Management Assistant II	2.00	153,649	2.00	159,795	2.00	156,465
FULL-TIME SALARIES	<u>11.00</u>	<u>823,334</u>	<u>11.00</u>	<u>855,208</u>	<u>11.00</u>	<u>853,551</u>
TEMPORARY SALARIES		<u>0</u>		<u>0</u>		<u>65,000</u>
SALARY TOTAL	<u>11.00</u>	<u>823,334</u>	<u>11.00</u>	<u>855,208</u>	<u>11.00</u>	<u>918,551</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		74,100		85,521		85,355
Workers' Compensation		6,635		6,838		6,835
Health Benefits		200,035		211,104		225,720
PEHP		0		22,819		22,160
FICA		62,728		65,319		70,269
Miscellaneous		<u>1,540</u>		<u>1,540</u>		<u>1,540</u>
TOTAL OTHER PERSONAL SERVICES		345,038		393,141		411,879
TOTAL PERSONAL SERVICES	<u>11.00</u>	<u>1,168,372 *</u>	<u>11.00</u>	<u>1,248,349</u>	<u>11.00</u>	<u>1,330,430</u>

* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COUNTY EXECUTIVE 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	436,358	416,688	462,139	468,176	468,176
20 CONTRACTUAL SERVICES	51,373	45,175	51,500	31,500	31,500
30 SUPPLIES AND MATERIALS	13,449	14,077	22,900	22,900	22,900
40 BUSINESS AND TRAVEL	27,436	20,368	38,700	33,700	33,700
50 CAPITAL OUTLAY	1,940	0	0	0	0
70 MISCELLANEOUS	252,780	284,198	387,380	287,880	287,880
80 INTER-GOVERNMENTAL/INTERFUND	150	0	0	0	0
GRAND TOTAL	783,486	780,506	962,619	844,156	844,156

FUNDING SOURCE:

11 GENERAL	783,486	780,506	962,619	844,156	844,156

COUNTY EXECUTIVE Office of the County Executive Index #011000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
			<u>PERSONAL SERVICES</u>
462,139	468,176	6,037	Increase is the net result of a salary adjustment and additional funds for health benefit costs
			<u>CONTRACTUAL SERVICES</u>
51,500	31,500	(20,000)	Funds for management services were eliminated due to no special projects requiring contractual services anticipated
			<u>BUSINESS & TRAVEL</u>
38,700	33,700	(5,000)	Funds provided for lodging reduced based on actual expense history
			<u>MISCELLANEOUS</u>
387,380	287,880	(99,500)	Funds provide contributions to local museums and cultural art venues. Contributions for Community Crime/Drug Grants were transferred to Community Services - Office of Drug Control Policy for FY 15.

DIVISION STAFF SUMMARY
Office of the County Executive
Index #011000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	68,990	1.00	71,750	1.00	71,750
Administrative Specialist I	1.00	53,611	1.00	55,755	0.00	0
Administrative Specialist II	0.00	0	0.00	0	1.00	57,428 A
County Executive	1.00	102,111	1.00	105,136	1.00	105,136
Management Assistant II	1.00	78,332	1.00	81,465	1.00	81,465
SALARY TOTAL	4.00	303,044	4.00	314,106	4.00	315,779
OTHER PERSONAL SERVICES						
Pension & Retirement		27,274		31,411		31,578
Workers' Compensation		697		722		726
Health Benefits		72,740		77,620		82,080
PEHP		0		13,691		13,296
FICA		23,183		24,029		24,157
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		124,454		148,033		152,397
TOTAL PERSONAL SERVICES	4.00	427,498 *	4.00	462,139	4.00	468,176

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

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

COUNTY EXECUTIVE
Office of the Chief of Staff
Index #013000

ORIGIN/PURPOSE:

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

The Office of the 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 the Chief of Staff may be assigned and shall do and perform such other related duties as may be assigned to it by the County Executive.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	338,949	358,175	360,947	432,531	432,531
20 CONTRACTUAL SERVICES	70,665	35,358	72,000	7,050	7,050
30 SUPPLIES AND MATERIALS	718	1,116	5,850	5,300	5,300
40 BUSINESS AND TRAVEL	9,505	8,312	12,750	10,100	10,100
50 CAPITAL OUTLAY	0	1,089	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	43	97	0	100	100
GRAND TOTAL	<u>419,880</u>	<u>404,147</u>	<u>451,547</u>	<u>455,081</u>	<u>455,081</u>

FUNDING SOURCE:

11 GENERAL	<u>419,880</u>	<u>404,147</u>	<u>451,547</u>	<u>455,081</u>	<u>455,081</u>

COUNTY EXECUTIVE
Office of the Chief of Staff
Index #013000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
360,947	432,531	71,584	<u>PERSONAL SERVICES</u> Salary funding for Legislative Liaison reallocated to personal services from contractual services during FY 14, as well as related health benefit costs, FICA, etc.
72,000	7,050	(64,950)	<u>CONTRACTUAL SERVICES</u> Funds previously provided for a contractual Legislative Liaison were reallocated to personal services.
5,850	5,300	(550)	<u>SUPPLIES AND MATERIALS</u> Office mailing funding decrease based on actual expense history
12,750	10,100	(2,650)	<u>BUSINESS AND TRAVEL</u> Mileage reimbursement funds decreased base on actual expense history
0	100	100	<u>INTER-GOVERNMENTAL/INTERFUND</u> Funds are provided for lease costs for county owned vehicles

DIVISION STAFF SUMMARY
Office of Chief of Staff
Index #013000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	52,599	1.00	54,703	1.00	54,703
Chief of Staff	1.00	110,947	1.00	115,385	1.00	115,385
Management Assistant II	1.00	75,317	1.00	78,330	1.00	75,000 A
FULL-TIME SALARIES	<u>3.00</u>	<u>238,863</u>	<u>3.00</u>	<u>248,418</u>	<u>3.00</u>	<u>245,088</u>
 TEMPORARY SALARIES	 <u></u>	 <u>0</u>	 <u></u>	 <u>0</u>	 <u></u>	 <u>65,000 B</u>
 SALARY TOTAL	 <u>3.00</u>	 <u>238,863</u>	 <u>3.00</u>	 <u>248,418</u>	 <u>3.00</u>	 <u>310,088</u>
 OTHER PERSONAL SERVICES						
Pension & Retirement		21,498		24,842		24,509
Workers' Compensation		3,279		3,375		3,368
Health Benefits		54,555		55,864		61,560
PEHP		0		9,128		8,864
FICA		18,016		18,900		23,722
Miscellaneous		420		420		420
TOTAL OTHER PERSONAL SERVICES	<u></u>	<u>97,768</u>	<u></u>	<u>112,529</u>	<u></u>	<u>122,443</u>
 TOTAL PERSONAL SERVICES	 <u>3.00</u>	 <u>336,631 *</u>	 <u>3.00</u>	 <u>360,947</u>	 <u>3.00</u>	 <u>432,531</u>

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Management Assistant II position filled at lower salary - #0686

B - Legislative Liaison previously funded contractually

COUNTY EXECUTIVE
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 farming community as agriculture remains one of the largest economic engines in the County and the State. Through this division Harford County epitomizes the significance of sustaining, strengthening and promoting the County's agricultural industry and heritage.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	226,643	129,401	121,895	123,010	123,010
20 CONTRACTUAL SERVICES	158,890	34,006	65,517	59,800	59,800
30 SUPPLIES AND MATERIALS	4,961	2,558	9,500	6,000	6,000
40 BUSINESS AND TRAVEL	6,060	6,019	16,200	13,050	13,050
70 MISCELLANEOUS	29,025	157,704	165,900	169,900	169,900
80 INTER-GOVERNMENTAL/INTERFUND	57	0	0	0	0
GRAND TOTAL	425,636	329,688	379,012	371,760	371,760

FUNDING SOURCE:

11 GENERAL	425,636	329,688	379,012	371,760	371,760

COUNTY EXECUTIVE Division of Agricultural Affairs Index #014000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
121,895	123,010	1,115	<u>PERSONAL SERVICES</u> Funding adjusted for health benefits based on anticipated increase in costs
65,517	59,800	(5,717)	<u>CONTRACTUAL SERVICES</u> Advertising funds were reduced based on actual expense history
9,500	6,000	(3,500)	<u>MATERIALS AND SUPPLIES</u> Funds for printing were reduced based on actual expense history
16,200	13,050	(3,150)	<u>BUSINESS AND TRAVEL</u> Transportation, meals and lodging costs decrease based on actual expense history
165,900	169,900	4,000	<u>MISCELLANEOUS</u> Funds provide for contributions to agricultural outreach and marketing initiatives. Farmer's Market coupons were reallocated from the County Executive's Office

DIVISION STAFF SUMMARY
Division of Agricultural Affairs
Index #014000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Deputy Chief of Staff	1.00	81,800	1.00	85,072	1.00	85,072
SALARY TOTAL	1.00	81,800	1.00	85,072	1.00	85,072
OTHER PERSONAL SERVICES						
Pension & Retirement		7,362		8,507		8,507
Workers' Compensation		2,200		2,263		2,263
Health Benefits		18,185		19,405		20,520
FICA		6,258		6,508		6,508
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		34,145		36,823		37,938
TOTAL PERSONAL SERVICES	1.00	115,945 *	1.00	121,895	1.00	123,010

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COUNTY EXECUTIVE
Constituent Services
Index #015000

ORIGIN/PURPOSE:

This office responds to citizen inquiries and complaints as well as coordinates responses to citizens 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	186,968	309,391	303,368	306,713	306,713
20 CONTRACTUAL SERVICES	55,451	32,105	71,400	40,400	40,400
30 SUPPLIES AND MATERIALS	2,158	4,607	8,800	8,550	8,550
40 BUSINESS AND TRAVEL	5,172	3,996	6,600	5,200	5,200
50 CAPITAL OUTLAY	0	296	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	2,930	0	2,500	2,500	2,500
GRAND TOTAL	252,679	350,395	392,668	363,363	363,363

FUNDING SOURCE:

11 GENERAL	252,679	350,395	392,668	363,363	363,363

COUNTY EXECUTIVE Constituent Services Index #015000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
			<u>PERSONAL SERVICES</u>
303,368	306,713	3,345	Health benefit costs were adjusted for anticipated increase and staff opting for changes in level of coverage
			<u>CONTRACTUAL SERVICES</u>
71,400	40,400	(31,000)	Copier costs increased for lease upgrade; offset by less funding for management services and other professional services based on current contracts
			<u>BUSINESS & TRAVEL</u>
6,600	5,200	(1,400)	Funds provided for meals and mileage decrease based on actual expense history

DIVISION STAFF SUMMARY
Constituent Services
Index #015000

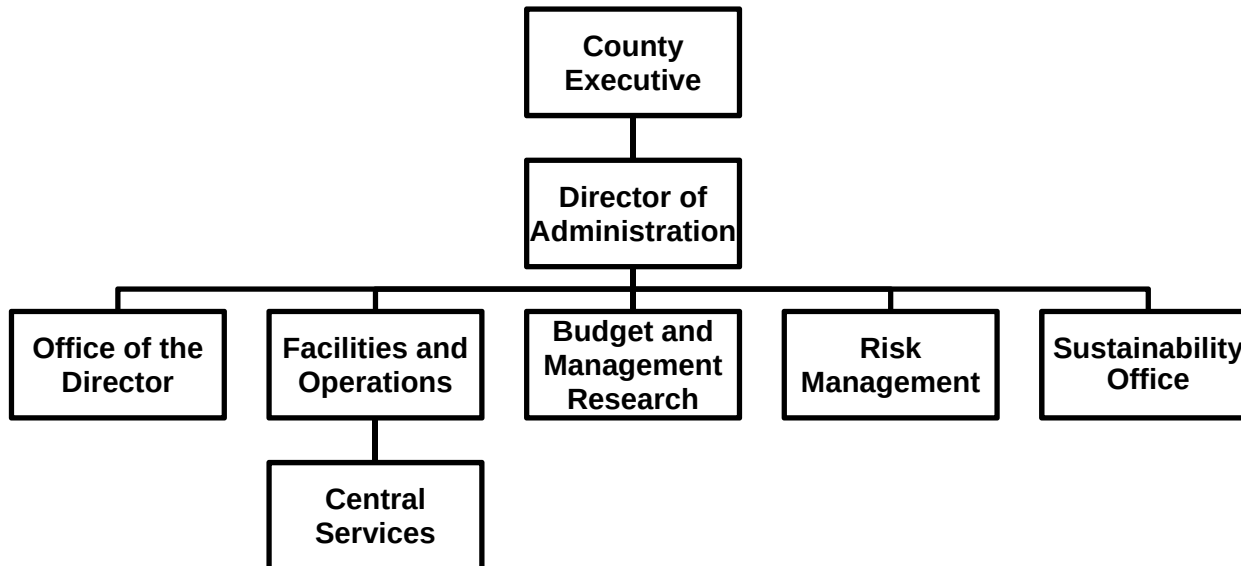
POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	2.00	117,627	2.00	122,332	2.00	122,332
Deputy Chief of Staff	1.00	82,000	1.00	85,280	1.00	85,280
SALARY TOTAL	3.00	199,627	3.00	207,612	3.00	207,612
OTHER PERSONAL SERVICES						
Pension & Retirement		17,966		20,761		20,761
Workers' Compensation		459		478		478
Health Benefits		54,555		58,215		61,560
FICA		15,271		15,882		15,882
Miscellaneous		420		420		420
TOTAL OTHER PERSONAL SERVICES		88,671		95,756		99,101
TOTAL PERSONAL SERVICES	3.00	288,298 *	3.00	303,368	3.00	306,713

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts



Harford County Administration Building

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 divisions of Director of Administration, Facilities and Operations, Central Services, Budget and Management Research, Sustainability Office and Risk Management. Supervisors within each division report directly to the Director of Administration.

MISSION STATEMENT:

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

FY 2014 - FY 2015 GOALS:

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

THE PROCESS OF MAKING AND CARRYING OUT DECISIONS THAT WILL ASSIST IN THE MOST SUCCESSFUL IMPLEMENTATION OF COST EFFECTIVE POLICIES AND PROCEDURES IN ORDER TO PREVENT ADVERSE EVENTS AND MINIMIZE THE EFFECTS OF THOSE EVENTS

TO IMPROVE TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS TO MEET THE NEEDS OF COUNTY CITIZENS AND EMPLOYEES

TO CREATE A CULTURE OF ENERGY AND RESOURCE EFFICIENCY AT ALL LEVELS OF GOVERNMENT TO ENSURE EFFICIENT USE AND REUSE OF COUNTY RESOURCES

TO SUPPORT THE COUNTY'S ENERGY AND RESOURCE MANAGEMENT POLICY TO REDUCE ENERGY CONSUMPTION 15% BY 2018 FROM THE 2012 BUILDING BASELINE AS DEFINED IN THE ENERGY AND RESOURCE MANAGEMENT PLAN

ADMINISTRATION

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	4,916,617	4,921,853	4,934,346	5,129,820	5,129,820
20 CONTRACTUAL SERVICES	1,438,498	1,322,185	1,770,806	1,520,650	1,520,650
30 SUPPLIES AND MATERIALS	480,995	529,291	499,223	509,385	509,385
40 BUSINESS AND TRAVEL	115,173	105,177	124,680	125,175	125,175
50 CAPITAL OUTLAY	31,481	0	0	0	0
70 MISCELLANEOUS	8,885	66,765	195,000	120,000	120,000
80 INTER-GOVERNMENTAL/INTERFUND	1,124	660	1,100	1,100	1,100
GRAND TOTAL	6,992,773	6,945,931	7,525,155	7,406,130	7,406,130

SUMMARY BY FUND:

11 GENERAL	6,992,773	6,945,931	7,525,155	7,406,130	7,406,130
GRAND TOTAL	6,992,773	6,945,931	7,525,155	7,406,130	7,406,130

SUMMARY BY DIVISION:

021000	DIRECTOR OF ADMINISTRATION	379,091	444,196	581,430	508,864	508,864
0215000	SUSTAINABILITY OFFICE	241,020	254,483	258,124	192,013	192,013
022000	FACILITIES AND OPERATIONS	3,537,885	3,394,558	3,781,157	3,640,361	3,640,361
023100	CENTRAL SERVICES	606,681	582,492	598,928	585,282	585,282
024000	BUDGET & MGMNT. RESEARCH	599,453	693,206	701,532	706,810	706,810
029000	RISK MANAGEMENT	1,628,643	1,576,996	1,603,984	1,772,800	1,772,800
GRAND TOTAL		6,992,773	6,945,931	7,525,155	7,406,130	7,406,130

ADMINISTRATION

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
4,934,346	5,129,820	195,474	<u>PERSONAL SERVICES</u> Increase is the net result of the addition of three (3) full-time Special Police Officer I positions, the hiring of a temporary Maintenance Worker I position, and health benefit cost adjustments; offset by the abolishment of one (1) full-time Administrative Specialist I position
1,770,806	1,520,650	(250,156)	<u>CONTRACTUAL SERVICES</u> Appropriations are decreased for county facility repairs, operating equipment leases, grounds maintenance and security system contracts in an effort to reduce costs
499,223	509,385	10,162	<u>SUPPLIES AND MATERIALS</u> Increase is the result of adjustments based on actual expense history for office supplies, mailings and building supplies
195,000	120,000	(75,000)	<u>MISCELLANEOUS</u> Appropriation authority provided for contributions to non-profits were decreased in an effort to reduce costs

**DEPARTMENT STAFF SUMMARY
ADMINISTRATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	78,240	3.00	130,452	3.00	130,452
Administrative Assistant II	3.00	145,056	2.00	94,505	2.00	94,505
Administrative Secretary III	1.00	65,000	1.00	65,000	1.00	65,000
Administrative Specialist I	1.00	39,900	1.00	39,900	0.00	0
Administrative Specialist II	1.00	44,322	1.00	46,095	1.00	46,091
Administrator	1.00	64,300	1.00	66,872	1.00	66,872
Asset Manager	1.00	69,795	1.00	72,587	1.00	72,587
Assistant Supervisor Custodial Workers	1.00	49,448	1.00	51,426	1.00	51,426
Building Construction and Repair Supervisor	1.00	45,661	1.00	47,487	0.00	0
Central Services Operator	1.00	29,950	2.00	75,564	3.00	103,064
Chief of Security	1.00	53,846	1.00	56,000	1.00	56,000
Chief, Budget & Management Research	1.00	105,678	1.00	109,905	1.00	109,905
Chief, Facilities & Operations	1.00	71,400	1.00	74,256	1.00	74,256
Claims Adjuster	1.00	47,400	1.00	49,296	1.00	49,296
Custodial Worker I	1.00	28,590	4.00	105,246	2.00	56,190
Custodial Worker II	4.00	122,837	2.00	64,323	4.00	117,773
Director of Administration	1.00	134,543	1.00	139,925	1.00	139,925
Grants Administrator	1.00	63,000	1.00	65,520	1.00	65,520
Mail Room Clerk-Messenger	2.00	89,705	1.00	27,500	0.00	0
Maintenance Mechanic I	1.00	46,500	1.00	48,360	0.00	0
Maintenance Mechanic II	3.00	135,354	3.00	140,769	4.00	190,579
Maintenance Supervisor	1.00	82,275	1.00	85,566	2.00	138,366
Maintenance Worker I	0.00	0	3.00	78,600	1.00	26,200
Maintenance Worker II	7.00	288,754	5.00	218,244	8.00	336,328
Management Assistant II	2.00	138,350	2.00	143,884	2.00	149,091
Master Cabinet Maker	1.00	55,796	1.00	58,028	0.00	0
Programmer Analyst I	1.00	78,543	1.00	81,684	1.00	81,684
Risk Manager	1.00	93,239	1.00	96,969	1.00	96,969
Safety Officer	1.00	56,209	1.00	58,457	1.00	58,457

**DEPARTMENT STAFF SUMMARY
ADMINISTRATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Security Supervisor	1.00	42,800	0.00	0	1.00	43,900
Senior Budget Analyst	3.00	222,334	3.00	231,227	3.00	231,227
Skilled Trade Apprentice	1.00	40,000	0.00	0	0.00	0
Special Police Officer I	0.00	0	2.00	70,000	6.00	202,400
Special Police Officer II	9.00	333,450	9.00	359,476	7.00	281,592
Supervisor of Custodial Workers	1.00	51,851	1.00	53,925	1.00	56,621
Team Leader III	1.00	42,500	1.00	42,500	1.00	42,500
TOTAL FULL-TIME SALARIES	<u>60.00</u>	<u>3,056,626</u>	<u>62.00</u>	<u>3,149,548</u>	<u>64.00</u>	<u>3,234,776</u>
PART-TIME SALARIES						
Custodial Worker I	2.25	54,398	1.50	34,804	1.50	34,804
Custodial Worker II	<u>1.50</u>	<u>43,655</u>	<u>1.50</u>	<u>45,402</u>	<u>1.50</u>	<u>45,402</u>
TOTAL PART-TIME SALARIES	<u>3.75</u>	<u>98,053</u>	<u>3.00</u>	<u>80,206</u>	<u>3.00</u>	<u>80,206</u>
TEMPORARY SALARIES						
	<u> </u>	<u>36,400</u>	<u> </u>	<u>0</u>	<u> </u>	<u>30,000</u>
SALARY TOTAL	<u><u>63.75</u></u>	<u><u>3,191,079</u></u>	<u><u>65.00</u></u>	<u><u>3,229,754</u></u>	<u><u>67.00</u></u>	<u><u>3,344,982</u></u>

**DEPARTMENT STAFF SUMMARY
ADMINISTRATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		287,383		321,508		333,030
Workers' Compensation		57,815		59,377		63,132
Health Benefits		879,724		883,014		915,036
PEHP		0		127,785		146,256
Overtime & Shift Differential		50,820		53,820		58,500
FICA		246,669		249,568		258,944
Miscellaneous		9,380		9,520		9,940
TOTAL OTHER PERSONAL SERVICES		1,531,791		1,704,592		1,784,838
TOTAL PERSONAL SERVICES	63.75	4,722,870 *	65.00	4,934,346	67.00	5,129,820

* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

ADMINISTRATION
Director of Administration
Index #021000

ORIGIN/PURPOSE:

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

The divisions of Facilities and Operations, 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.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	279,175	294,097	279,030	281,464	281,464
20 CONTRACTUAL SERVICES	46,478	45,319	66,550	66,550	66,550
30 SUPPLIES AND MATERIALS	4,197	5,130	4,750	4,750	4,750
40 BUSINESS AND TRAVEL	33,144	33,098	36,100	36,100	36,100
50 CAPITAL OUTLAY	7,005	0	0	0	0
70 MISCELLANEOUS	8,885	66,525	195,000	120,000	120,000
80 INTER-GOVERNMENTAL/INTERFUND	207	27	0	0	0
GRAND TOTAL	379,091	444,196	581,430	508,864	508,864

FUNDING SOURCE:

11 GENERAL	379,091	444,196	581,430	508,864	508,864

ADMINISTRATION
Director of Administration
Index #021000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
279,030	281,464	2,434	<u>PERSONAL SERVICES</u> Health Benefits are adjusted for cost increase and staff opting for changes in levels of coverage
195,000	120,000	(75,000)	<u>MISCELLANEOUS</u> Funds provide for impact fees for non-profit home construction and contributions to non-profit agencies. Decrease result of cost cutting measures.

DIVISION STAFF SUMMARY
Director of Administration
Index #021000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	65,000	1.00	65,000	1.00	65,000
Director of Administration	1.00	134,543	1.00	139,925	1.00	139,925
SALARY TOTAL	2.00	199,543	2.00	204,925	2.00	204,925
OTHER PERSONAL SERVICES						
Pension & Retirement		17,959		20,493		20,493
Workers' Compensation		459		471		471
Health Benefits		36,219		38,810		41,040
FICA		13,545		14,051		14,255
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		68,462		74,105		76,539
TOTAL PERSONAL SERVICES	2.00	268,005 *	2.00	279,030	2.00	281,464

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

ADMINISTRATION
Sustainability Office
Index #021500

ORIGIN/PURPOSE:

In accordance with Executive Order 11-03 the Sustainability Office is a division within the Department of Administration and is administered by the Sustainability Coordinator who reports directly to the Director of Administration.

The Sustainability Office is responsible for developing partnerships, policies and programs to advocate for sustainability in Harford County. The Office will lead by example in supporting the development of ideas into actions that efficiently use and reuse the County's resources to reduce operating costs and our environmental footprint while improving our quality of life.

FY 2014 - 2015 GOALS

TO CREATE A CULTURE OF ENERGY AND RESOURCE EFFICIENCY AT ALL LEVELS OF GOVERNMENT TO ENSURE EFFICIENT USE AND REUSE OF COUNTY RESOURCES

TO SUPPORT THE COUNTY'S ENERGY AND RESOURCE MANAGEMENT POLICY TO REDUCE ENERGY CONSUMPTION 15% BY 2018 FROM THE 2012 BUILDING BASELINE AS DEFINED IN THE ENERGY AND RESOURCE MANAGEMENT PLAN

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	203,458	229,226	245,024	178,913	178,913
20 CONTRACTUAL SERVICES	19,040	720	850	850	850
30 SUPPLIES AND MATERIALS	12,758	21,099	8,250	8,250	8,250
40 BUSINESS AND TRAVEL	4,924	2,700	2,900	2,900	2,900
70 MISCELLANEOUS	0	240	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	840	498	1,100	1,100	1,100
GRAND TOTAL	241,020	254,483	258,124	192,013	192,013

FUNDING SOURCE:

11 GENERAL	241,020	254,483	258,124	192,013	192,013

ADMINISTRATION Sustainability Office Index #021500

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
245,024	178,913	(66,111)	<u>PERSONAL SERVICES</u> Decrease result of the abolishment of one full-time Administrative Specialist I position due to reallocation of work assignments.

DIVISION STAFF SUMMARY
Sustainability Office
Index #021500

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	1.00	39,900	1.00	39,900	0.00	0 A
Administrative Specialist II	1.00	44,322	1.00	46,095	1.00	46,091
Administrator	1.00	64,300	1.00	66,872	1.00	66,872
SALARY TOTAL	3.00	148,522	3.00	152,867	2.00	112,963
OTHER PERSONAL SERVICES						
Pension & Retirement		13,367		15,287		11,296
Workers' Compensation		342		1,977		260
Health Benefits		54,555		58,215		41,040
FICA		11,362		11,694		8,642
PEHP		0		4,564		4,432
Miscellaneous		420		420		280
TOTAL OTHER PERSONAL SERVICES		80,046		92,157		65,950
TOTAL PERSONAL SERVICES	3.00	228,568 *	3.00	245,024	2.00	178,913

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Specialist I position abolished during FY 14 - #0174

SUSTAINABILITY OFFICE OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To create a culture of energy and resource efficiency at all levels of government to ensure efficient use and reuse of County resources.

Department Objective

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

County Goal(s) Supported

V. Environmental Stewardship; III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$10,000	\$3,000	\$1,500	\$3,000	\$6,000
Full-time staff assigned	3	3	3	3	2
<u>Output:</u>					
Number of awareness programs or events	33	43	40	65	50
<u>Efficiency:</u>					
Green Team Meetings	12	8	6	6	6
Environmental Stewardship Webpage	Maintain and Update County Executive Challenge	150 visits	2,674 visits	2,500 visits	3,000 visits
Employee Awareness Challenge		NA	NA	Green Office Challenge	Green Office Challenge
Employee Awareness Challenge Participations	72%	NA	NA	78%	85%
Green Star Program Participation	43	29	45	30	40
Conservation & Stewardship Poster Contest Participants	529	426	510	500	550
Facility Energy Coordinator Workshops	4	4	4	4	4
Employee awareness and educational updates on efficiency and sustainability utilizing e-mails, the Harford County Connections newsletter	12	24	24	24	30
<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?	72%	74%	76%	78%	80%

Explanation and Analysis of Performance Measures

The goal is to develop a culture of efficiency 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

Energy and Resource Management Policy and the Energy and Resource Management Plan

SUSTAINABILITY OFFICE

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To support the County's Energy and Resource Management Policy to reduce energy consumption by 15% in 2018 from the 2012 building baseline as defined in the Energy and Resource Management Plan.

Department Objective

Further the use of energy efficient products such as, but not limited to programmable thermostats, energy efficient HVAC equipment, lighting along with motion sensors to reduce "idle" lighting when work areas, conference rooms, hallways, breakrooms, and bathrooms are vacant.

County Goal(s) Supported

V. Environmental Stewardship; III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$557,131	\$1,536,178	\$275,843	\$306,766	\$195,650
Full-time staff assigned	3	3	3	2	2
<u>Output:</u>					
Develop energy tracking & monitoring system for buildings	Completed	Expanded	Revised	Completed	Completed
Establish baseline energy consumption levels	Yes	Yes	Yes	Yes	Yes
Conduct Energy Audits	0	34	21	20	10
Develop energy reduction strategies	in process	in process	Yes	Yes	Yes
Completed energy reduction projects	6	23	38	17	12
<u>Efficiency:</u>					
Estimated kWh reduction	233,606	2,831,156	3,109,967	3,433,256	3,740,222
<u>Service Quality:</u>					
Square footage evaluated for efficiency	103,100	750,000	304,200	288,000	275,000
<u>Outcome:</u>					
Estimated Cost Avoidance *	\$25,630	\$285,731	\$472,147	\$463,274	\$450,000

Explanation and Analysis of Performance Measures

The goal is to implement changes to the standard operations of buildings maintained by Harford County Government 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

Energy and Resource Management Policy, Energy and Resource Management Plan, Land Use Element Plan, Energy Audits

* The cost avoidance for Actual FY 13 included a one-time cost avoidance of \$120,976

ADMINISTRATION Facilities and Operations Index #022000

ORIGIN/PURPOSE:

The Division of Facilities and Operations was created by Executive Order 84-1. The division is administered by the Chief of Facilities and Operations, who is also responsible for the Division of Central Services, and 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 and Renovation, and Custodial Services. We service all County agencies on an on-call basis.

FY 2014 - 2015 GOAL

TO IMPROVE TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS TO MEET THE NEEDS OF COUNTY CITIZENS AND EMPLOYEES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,106,102	2,016,905	1,997,116	2,092,586	2,092,586
20 CONTRACTUAL SERVICES	1,146,247	1,086,093	1,509,861	1,264,675	1,264,675
30 SUPPLIES AND MATERIALS	223,782	238,967	210,800	220,200	220,200
40 BUSINESS AND TRAVEL	61,754	52,593	63,380	62,900	62,900
GRAND TOTAL	3,537,885	3,394,558	3,781,157	3,640,361	3,640,361

FUNDING SOURCE:

11 GENERAL	3,537,885	3,394,558	3,781,157	3,640,361	3,640,361

ADMINISTRATION Facilities and Operations Index #022000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,997,116	2,092,586	95,470	<u>PERSONAL SERVICES</u> Increase is the result of the addition of a temporary Maintenance Worker position, salary adjustments for career ladder promotions and adjustments to health benefit costs and post employment health plan (PEHP) costs
1,509,861	1,264,675	(245,186)	<u>CONTRACTUAL SERVICES</u> In an effort to reduce costs appropriations for facility repairs/renovations, grounds maintenance and operating equipment leases were decreased
210,800	220,200	9,400	<u>MATERIALS & SUPPLIES</u> Building supplies materials were increased based on actual expense history
63,380	62,900	(480)	<u>BUSINESS & TRAVEL</u> County vehicle maintenance decreased based on actual expense history

DIVISION STAFF SUMMARY
Facilities and Operations
Index #022000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	49,082	1.00	49,082
Administrative Assistant II	2.00	102,296	1.00	50,034	1.00	50,034
Assistant Supervisor of Custodial Workers	1.00	49,448	1.00	51,426	1.00	51,426
Building Construction & Repair Supervisor	1.00	45,661	1.00	47,487	0.00	0 A
Chief, Facilities and Operations	1.00	71,400	1.00	74,256	1.00	74,256
Custodial Worker I	1.00	28,590	4.00	105,246	2.00	56,190 B
Custodial Worker II	4.00	122,837	2.00	64,323	4.00	117,773
Maintenance Mechanic I	1.00	46,500	1.00	48,360	0.00	0
Maintenance Mechanic II	3.00	135,354	3.00	140,769	4.00	190,579 C
Maintenance Supervisor	1.00	82,275	1.00	85,566	2.00	138,366
Maintenance Worker I	0.00	0	3.00	78,600	1.00	26,200 D
Maintenance Worker II	7.00	288,754	5.00	218,244	8.00	336,328 E
Management Assistant II	1.00	85,550	1.00	88,972	1.00	88,091
Master Cabinet Maker	1.00	55,796	1.00	58,028	0.00	0
Skilled Trade Apprentice	1.00	40,000	0.00	0	0.00	0
Supervisor of Custodial Workers	1.00	51,851	1.00	53,925	1.00	56,621
TOTAL FULL-TIME SALARIES	<u>26.00</u>	<u>1,206,312</u>	<u>27.00</u>	<u>1,214,318</u>	<u>27.00</u>	<u>1,234,946</u>
PART-TIME SALARIES						
Custodial Worker I	2.25	54,398	1.50	34,804	1.50	34,804
Custodial Worker II	<u>1.50</u>	<u>43,655</u>	<u>1.50</u>	<u>45,402</u>	<u>1.50</u>	<u>45,402</u>
TOTAL PART-SALARIES	<u>3.75</u>	<u>98,053</u>	<u>3.00</u>	<u>80,206</u>	<u>3.00</u>	<u>80,206</u>
TEMPORARY SALARIES		<u>0</u>		<u>0</u>		<u>30,000 F</u>
SALARY TOTAL	<u><u>29.75</u></u>	<u><u>1,304,365</u></u>	<u><u>30.00</u></u>	<u><u>1,294,524</u></u>	<u><u>30.00</u></u>	<u><u>1,345,152</u></u>

DIVISION STAFF SUMMARY
Facilities and Operations
Index #022000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		116,123		127,985		133,047
Workers' Compensation		34,333		32,783		35,623
Health Benefits		414,230		356,105		378,211
PEHP		0		36,510		48,752
Overtime and Shift Differential		37,320		42,320		41,000
FICA		103,021		102,269		106,041
Miscellaneous		4,620		4,620		4,760
TOTAL OTHER PERSONAL SERVICES		709,647		702,592		747,434
TOTAL PERSONAL SERVICES	29.75	2,014,012 *	30.00	1,997,116	30.00	2,092,586

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) Building Construction & Repair Supervisor upgraded to a Maintenance Supervisor - #0945
- B - Two (2) Custodial Worker I positions upgraded to Custodial Worker II - #0014 and #0040
- C - One (1) Maintenance Mechanic I upgraded to Maintenance Mechanic II - #0020
- D - Two (2) vacant Maintenance Worker I positions filled as Maintenance Worker II - #0010 and #0031
- E - One (1) Master Cabinet Maker position reclassified to Maintenance Worker II - #0033
- F - Temporary funds provided for a Maintenance Worker

DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To improve timely and cost effective maintenance of grounds and buildings to meet the needs of County citizens and employees.

Department Objective

To increase the percentage of customer's satisfaction and the number of work orders completed in a timely manner

County Goal(s) Supported

III. Efficient County Government

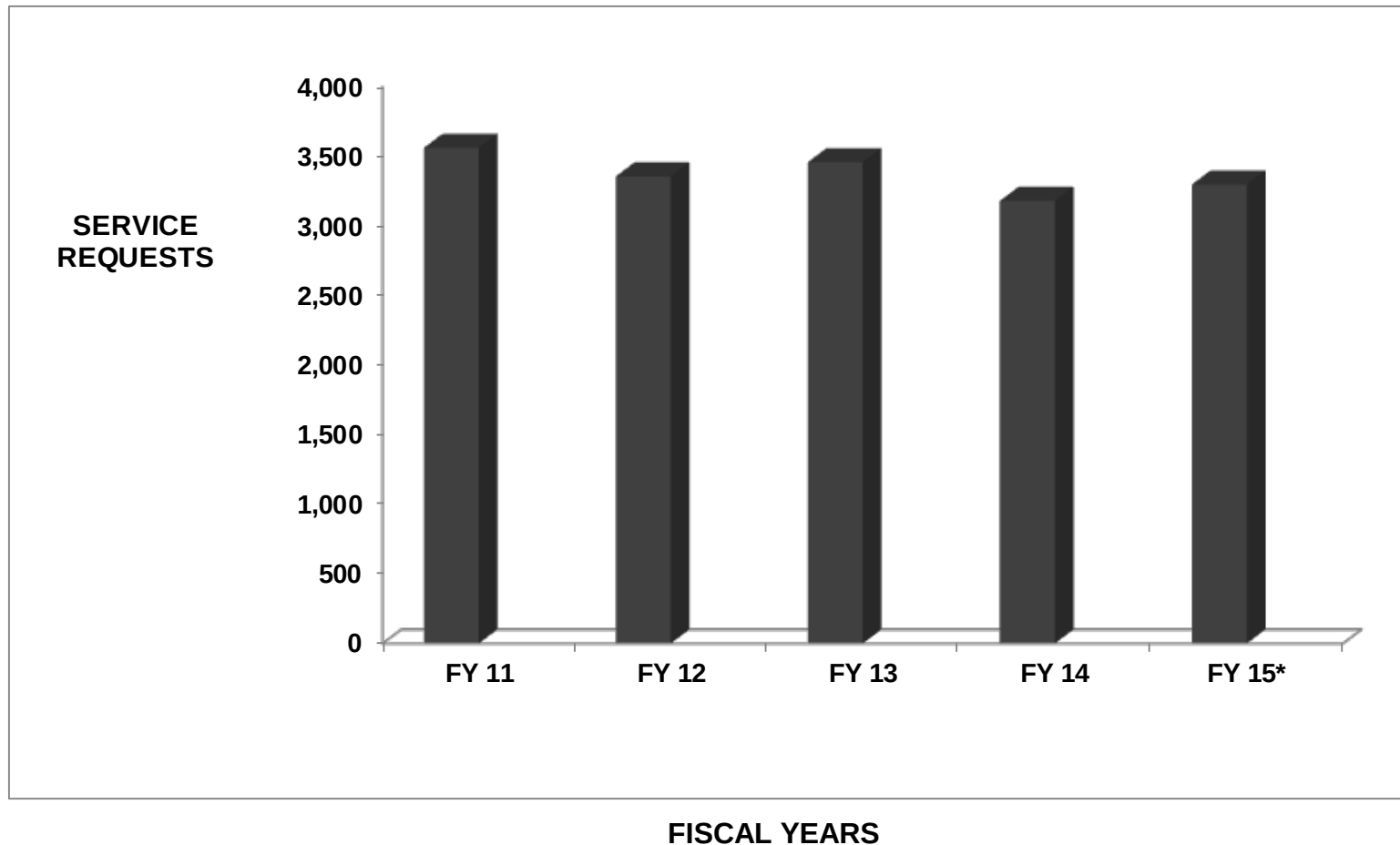
Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Maintenance dollars allocated	\$2,381,184	\$2,205,590	\$2,174,489	\$2,368,830	\$2,220,496
Number of staff	25	25	25	25	25
<u>Output:</u>					
Number of square feet of building/grounds maintained	5,212,966	5,212,966	5,212,966	5,206,966	5,206,966
Number of buildings/ground maintained	62	62	62	61	61
<u>Efficiency:</u>					
Number of work orders processed per year	3,563	3,358	3,460	3,182	3,300
Number of work orders completed within one day	3,135	2,955	3,144	2,864	2,970
<u>Service Quality:</u>					
Percent of customers satisfied with work performed	92%	80%	90%	90%	90%
<u>Outcome:</u>					
Percent of work orders completed within one day	88%	88%	90%	90%	90%

Explanation and Analysis of Performance Measures

In order to ensure that safe, reliable, clean and well maintained grounds/buildings are available for citizens to conduct business and employees to work in, performances will be measured by the percentage of work orders completed within one day and by percentage of customers satisfied with work performed.

DIVISION OF FACILITIES & OPERATIONS

Service Requests Completed



***Projected**

ADMINISTRATION Central Services Index #023100

ORIGIN/PURPOSE:

The Central Services Division of the Department of Administration provides optical filing, UPS and mail services and switchboard services. Under Executive Order 84-1, the Chief of Facilities and Operations is responsible for this Division.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	234,336	216,455	239,010	222,482	222,482
20 CONTRACTUAL SERVICES	129,493	122,635	115,820	115,800	115,800
30 SUPPLIES AND MATERIALS	218,376	243,402	244,098	247,000	247,000
50 CAPITAL OUTLAY	24,476	0	0	0	0
GRAND TOTAL	606,681	582,492	598,928	585,282	585,282

FUNDING SOURCE:

11 GENERAL					
	606,681	582,492	598,928	585,282	585,282

ADMINISTRATION
Central Services
Index #023100

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
239,010	222,482	(16,528)	<u>PERSONAL SERVICES</u> Reduction is the result of decreased cost for health benefits due to staff opting for changes in their levels of coverage
244,098	247,000	2,902	<u>MATERIALS & SUPPLIES</u> Mailing costs increased based on actual expense history

DIVISION STAFF SUMMARY
Central Services
Index #023100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Central Services Operator	1.00	29,950	2.00	75,564	3.00	103,064 A
Mail Room Clerk-Messenger	2.00	89,705	1.00	27,500	0.00	0
Team Leader III	1.00	42,500	1.00	42,500	1.00	42,500
SALARY TOTAL	4.00	162,155	4.00	145,564	4.00	145,564
OTHER PERSONAL SERVICES						
Pension & Retirement		14,594		14,556		14,556
Workers' Compensation		3,625		3,515		3,515
Health Benefits		31,809		54,551		38,287
PEHP		0		9,128		8,864
FICA		12,405		11,136		11,136
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		62,993		93,446		76,918
TOTAL PERSONAL SERVICES	4.00	225,148 *	4.00	239,010	4.00	222,482

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Mail Room Clerk-Messenger position reclassified to Central Services Operator - #0009

ADMINISTRATION 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.

FY 2014 - 2015 GOAL

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

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	574,846	669,785	670,232	679,660	679,660
20 CONTRACTUAL SERVICES	8,402	7,517	9,650	6,600	6,600
30 SUPPLIES AND MATERIALS	15,166	14,749	19,150	18,050	18,050
40 BUSINESS AND TRAVEL	962	1,140	2,500	2,500	2,500
80 INTER-GOVERNMENTAL/INTERFUND	77	15	0	0	0
GRAND TOTAL	599,453	693,206	701,532	706,810	706,810

FUNDING SOURCE:

11 GENERAL	599,453	693,206	701,532	706,810	706,810

ADMINISTRATION Budget & Management Research Index #024000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
670,232	679,660	9,428	<u>PERSONAL SERVICES</u> Increase is the result of salary adjustments and health benefit costs; offset by a decrease in overtime based on actual expense history
9,650	6,600	(3,050)	<u>CONTRACTUAL SERVICES</u> New copier lease obtained is less expensive than previous leased copier
19,150	18,050	(1,100)	<u>MATERIALS & SUPPLIES</u> Office supplies decreased based on actual expense history

DIVISION STAFF SUMMARY
Budget and Management Research
Index #024000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Budget & Management Research	1.00	105,678	1.00	109,905	1.00	109,905
Grants Administrator	1.00	63,000	1.00	65,520	1.00	65,520
Management Assistant II	1.00	52,800	1.00	54,912	1.00	61,000 A
Senior Budget Analyst	3.00	222,334	3.00	231,227	3.00	231,227
SALARY TOTAL	6.00	443,812	6.00	461,564	6.00	467,652
OTHER PERSONAL SERVICES						
Pension & Retirement		39,943		46,156		46,765
Workers' Compensation		1,021		1,062		1,076
Health Benefits		109,110		116,430		123,120
PEHP		0		4,564		4,432
Overtime		8,500		4,000		0
FICA		34,602		35,616		35,775
Miscellaneous		840		840		840
TOTAL OTHER PERSONAL SERVICES		194,016		208,668		212,008
TOTAL PERSONAL SERVICES	6.00	637,828 *	6.00	670,232	6.00	679,660

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Assistant II position salary adjusted consistent with other Management Assistant II positions within the County - #2693

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$599,289	\$599,453	\$688,182	\$701,532	\$706,810
Full-time staff assigned	6	5	6	6	6
<u>Output:</u>					
Approved Operating Budget (actual/budgeted)	\$558,188,159	\$616,249,816	\$698,590,760	\$640,392,012	\$627,498,803
Approved Capital Budget (budgeted)	\$124,508,195	\$132,578,017	\$124,197,282	\$174,059,901	\$107,260,591
Performance Measures Tracked	72	72	72	72	72
<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	23	12	26	39	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

ADMINISTRATION
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 regulations. 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 2014 - 2015 GOAL

THE PROCESS OF MAKING AND CARRYING OUT DECISIONS THAT WILL ASSIST IN THE MOST SUCCESSFUL IMPLEMENTATION OF COST EFFECTIVE POLICIES AND PROCEDURES IN ORDER TO PREVENT ADVERSE EVENTS AND MINIMIZE THE EFFECTS OF THOSE EVENTS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,518,700	1,495,385	1,503,934	1,674,715	1,674,715
20 CONTRACTUAL SERVICES	88,838	59,901	68,075	66,175	66,175
30 SUPPLIES AND MATERIALS	6,716	5,944	12,175	11,135	11,135
40 BUSINESS AND TRAVEL	14,389	15,646	19,800	20,775	20,775
80 INTER-GOVERNMENTAL/INTERFUND	0	120	0	0	0
GRAND TOTAL	<u>1,628,643</u>	<u>1,576,996</u>	<u>1,603,984</u>	<u>1,772,800</u>	<u>1,772,800</u>
<u>FUNDING SOURCE:</u>					
11 GENERAL	<u>1,628,643</u>	<u>1,576,996</u>	<u>1,603,984</u>	<u>1,772,800</u>	<u>1,772,800</u>

ADMINISTRATION Risk Management Index #029000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,503,934	1,674,715	170,781	<u>PERSONAL SERVICES</u> Three (3) full-time Special Police Officer I positions were created in FY 14 due to workload; overtime and shift differential were also adjusted for the new positions as well as based on actual expense history and health benefit costs and post employment health plan (PEHP) were adjusted
68,075	66,175	(1,900)	<u>CONTRACTUAL SERVICES</u> In an effort to reduce costs appropriation for security system contract was decreased; offset by a slight increase for rental costs for uniforms and inspections of new fire suppression system based on actual expense history
12,175	11,135	(1,040)	<u>MATERIALS & SUPPLIES</u> Office supplies and other materials decrease based on actual expense history
19,800	20,775	975	<u>BUSINESS & TRAVEL</u> County vehicle maintenance increased based on actual expense history

DIVISION STAFF SUMMARY
Risk Management
Index #029000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	78,240	2.00	81,370	2.00	81,370
Administrative Assistant II	1.00	42,760	1.00	44,471	1.00	44,471
Asset Manager	1.00	69,795	1.00	72,587	1.00	72,587
Chief of Security	1.00	53,846	1.00	56,000	1.00	56,000
Claims Adjuster	1.00	47,400	1.00	49,296	1.00	49,296
Programmer Analyst I	1.00	78,543	1.00	81,684	1.00	81,684
Risk Manager	1.00	93,239	1.00	96,969	1.00	96,969
Safety Officer	1.00	56,209	1.00	58,457	1.00	58,457
Security Supervisor	1.00	42,800	0.00	0	1.00	43,900 A
Special Police Officer I	0.00	0	2.00	70,000	6.00	202,400 B
Special Police Officer II	9.00	333,450	9.00	359,476	7.00	281,592 C
TOTAL FULL-TIME SALARIES	19.00	896,282	20.00	970,310	23.00	1,068,726
TEMPORARY SALARIES		36,400		0		0
SALARY TOTAL	19.00	932,682	20.00	970,310	23.00	1,068,726

DIVISION STAFF SUMMARY
Risk Management
Index #029000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		85,397		97,031		106,873
Workers' Compensation		18,035		19,569		22,187
Health Benefits		233,801		258,903		293,338
PEHP		0		73,019		79,776
FICA		71,734		74,802		83,095
Overtime and Shift Differential		5,000		7,500		17,500
Miscellaneous		2,660		2,800		3,220
TOTAL OTHER PERSONAL SERVICES		416,627		533,624		605,989
TOTAL PERSONAL SERVICES	19.00	1,349,309 *	20.00	1,503,934	23.00	1,674,715

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Special Police Officer II position upgraded to a Security Supervisor - #3534

B - Three (3) new Special Police Officer I positions added during FY 14 - #3053, #3058, and #3052

C - One (1) Special Police Officer II position filled as a Special Police Officer I - #3530

RISK MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

The process of making and carrying out decisions that will assist in the most successful implementation of cost effective policies and procedures in order to prevent adverse events and minimize the effects of those events.

Department Objective

Integrate and improve capabilities to respond effectively to low probability, critical and catastrophic risks in order to achieve cost savings through better management of resources and cost effective utilization on an enterprise basis.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$737,945	\$1,628,643	\$1,576,996	\$1,503,934	\$1,674,715
Full-time staff assigned	8	19	19	20	23
<u>Output:</u>					
Number of incidents + inventory + training + security	1500 & 200 Inv & 200 training	5,000 combination	5,100 combination	5,750 combination	5,600 combination
<u>Efficiency:</u>					
Amount of SIR's, inventory, training and incidents	\$388	\$325	\$309	\$261	\$299
<u>Service Quality:</u>					
Satisfactorily completed 95% of claims	yes	yes	yes	yes	yes
<u>Outcome:</u>					
All completed by Risk Management	100%	100%	100%	100%	100%

Performance Measure Results

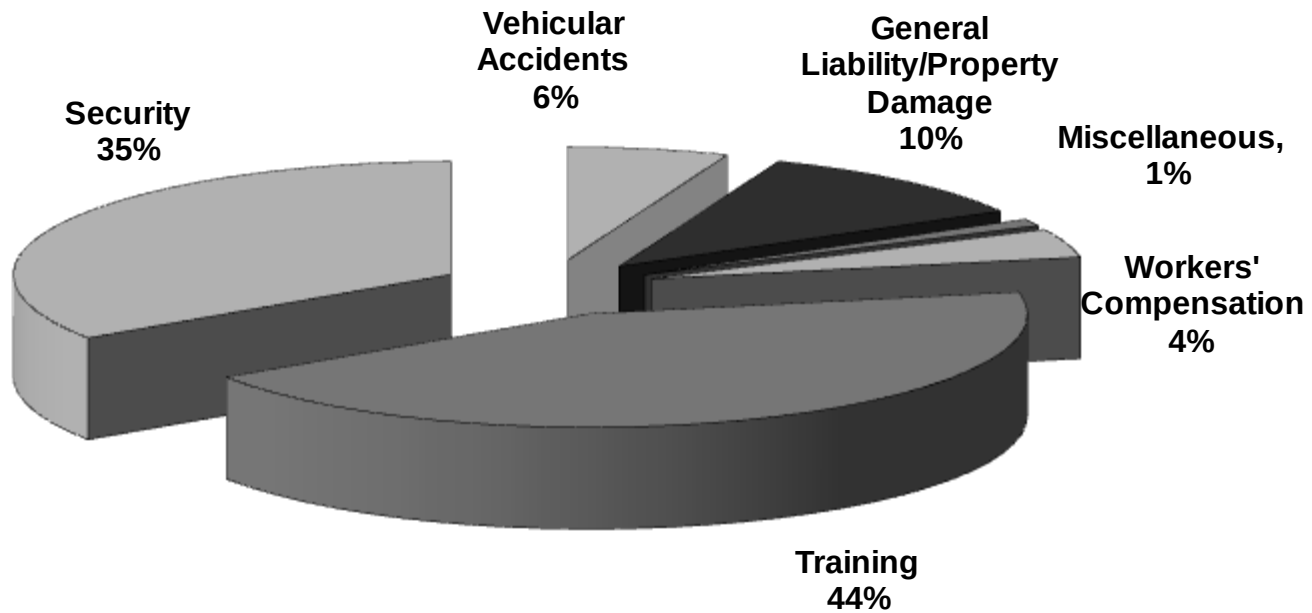
Successful implementation of stated goal objective and indicators encompassing but not limited to risks occurred but not identified in advance, risks identified but occurred, risks identified but not managed and risks identified and successfully managed which reflect the organizational, development, capacity and institutional actions taken to reduce vulnerability and losses, to prepare for crisis and to recover efficiently from losses and disasters.

Major Related Plans and Policies

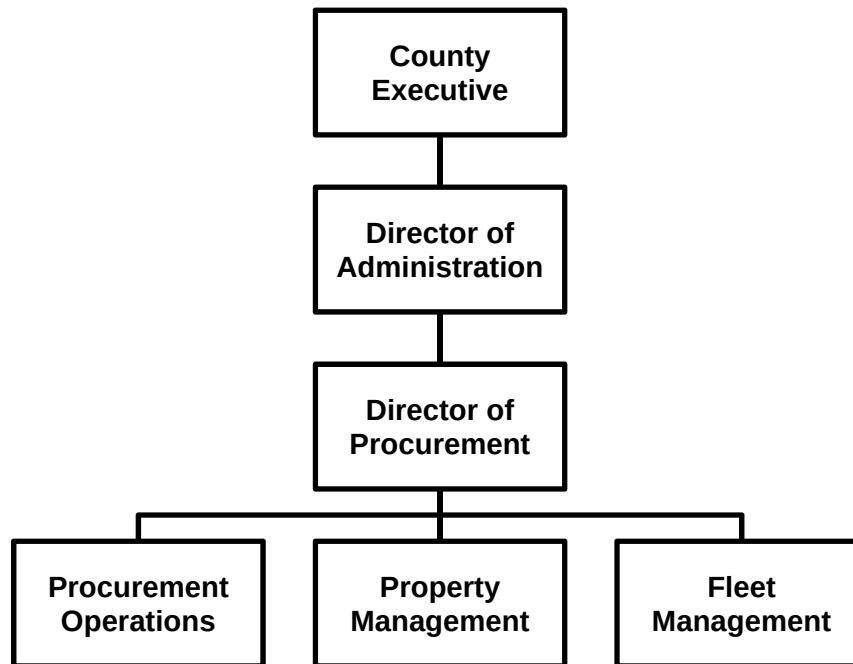
Harford County Budget Manual

RISK MANAGEMENT

2014 Risk Management Activities



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 550+/- 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 2014 - FY 2015 GOALS:

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
TO PROVIDE COST EFFECTIVE ACQUISITION OF PROPERTY FOR CLIENTS IN A TIMELY MANNER TO INCLUDE COST ESTIMATING AND APPRAISING

TO PROVIDE COMPREHENSIVE PLANNING FOR FUTURE SPACE UTILIZATION AND LEASING OF PROPERTY

TO IMPLEMENT POLICES AND PROCEDURES TO PROMOTE INCREASED COMMUNICATION BETWEEN DIVISION AND CLIENTS DURING NEGOTIATIONS

TO PROCURE EASEMENTS THAT ARE FAIR WITH JUST COMPENSATION GIVEN TO THE PROPERTY OWNERS

TO BALANCE THE INTERESTS, GOALS, AND BUDGET OF COUNTY GOVERNMENT WHEN ACQUIRING, MANAGING, AND UTILIZING REAL PROPERTY AS WELL AS BEING RESPONSIBLE AND EQUITABLE TO THE CITIZENS OF HARFORD COUNTY

TO MAINTAIN A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET

PROCUREMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,265,347	1,322,694	1,455,375	1,454,187	1,454,187
20 CONTRACTUAL SERVICES	2,681,485	2,812,405	3,402,205	3,621,182	3,621,182
30 SUPPLIES & MATERIALS	3,114,499	3,089,532	4,407,800	3,885,990	3,885,990
40 BUSINESS AND TRAVEL	3,104,234	3,040,516	3,298,675	3,482,175	3,482,175
50 CAPITAL OUTLAY	385,551	568,946	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	1,885	1,975	2,400	2,400	2,400
GRAND TOTAL	10,553,001	10,836,068	12,566,455	12,445,934	12,445,934

SUMMARY BY FUND:

11 GENERAL	3,651,101	3,884,699	4,240,912	4,424,077	4,424,077
25 HIGHWAYS	6,901,900	6,951,369	8,325,543	8,021,857	8,021,857
GRAND TOTAL	10,553,001	10,836,068	12,566,455	12,445,934	12,445,934

SUMMARY BY DIVISION:

GENERAL FUND:

031000	PROCUREMENT OPERATIONS	757,846	805,062	922,391	936,217	936,217
034000	PROPERTY MANAGEMENT	2,893,255	3,079,637	3,318,521	3,487,860	3,487,860

HIGHWAYS FUND:

032000	FLEET MANAGEMENT	6,901,900	6,951,369	8,325,543	8,021,857	8,021,857
GRAND TOTAL		10,553,001	10,836,068	12,566,455	12,445,934	12,445,934

**DEPARTMENT STAFF SUMMARY
PROCUREMENT - ALL FUND**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PROCUREMENT - GENERAL FUND						
Administrative Assistant II	4.00	183,882	4.00	191,236	4.00	191,236
Administrative Secretary III	1.00	47,400	1.00	49,296	1.00	49,296
Chief, Property Management	1.00	0	1.00	64,300	1.00	64,300
Director of Procurement	1.00	110,933	1.00	115,370	1.00	115,370
Management Assistant II	0.00	0	1.00	95,000	1.00	85,000
Procurement Agent I	0.00	0	0.00	0	1.00	65,000
Procurement Agent II	4.00	159,800	3.00	161,696	2.00	96,696
Procurement Agent III	4.00	233,202	3.00	187,146	3.00	187,146
SUB-TOTAL GENERAL FUND SALARIES	15.00	735,217	14.00	864,044	14.00	854,044
PROCUREMENT - HIGHWAYS FUND						
Administrative Assistant II	1.00	37,783	1.00	39,294	1.00	39,294
Fleet Manager	1.00	83,773	1.00	87,124	1.00	87,124
SUB-TOTAL HIGHWAYS FUND SALARIES	2.00	121,556	2.00	126,418	2.00	126,418
OTHER PERSONAL SERVICES						
Pension & Retirement		77,109		99,046		98,046
Workers' Compensation		13,700		15,027		15,004
Health Benefits		220,849		245,552		252,406
PEHP		0		27,382		31,024
FICA		65,287		75,666		75,005
Miscellaneous		2,100		2,240		2,240
TOTAL OTHER PERSONAL SERVICES		379,045		464,913		473,725
PROCUREMENT - DEPARTMENT TOTAL						
TOTAL SALARIES	17.00	856,773	16.00	990,462	16.00	980,462
TOTAL OTHER PERSONAL SERVICES		379,045		464,913		473,725
DEPARTMENT SALARY TOTAL	17.00	1,235,818 *	16.00	1,455,375	16.00	1,454,187
*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts						

PROCUREMENT

GENERAL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,067,930	1,135,736	1,260,582	1,266,770	1,266,770
20 CONTRACTUAL SERVICES	2,569,616	2,739,139	2,966,705	3,146,682	3,146,682
30 SUPPLIES & MATERIALS	8,934	4,498	5,700	5,700	5,700
40 BUSINESS AND TRAVEL	2,736	3,351	5,525	2,525	2,525
80 INTER-GOVERNMENTAL/INTERFUND	1,885	1,975	2,400	2,400	2,400
GRAND TOTAL	<u>3,651,101</u>	<u>3,884,699</u>	<u>4,240,912</u>	<u>4,424,077</u>	<u>4,424,077</u>

SUMMARY BY FUND:

11 GENERAL	<u>3,651,101</u>	<u>3,884,699</u>	<u>4,240,912</u>	<u>4,424,077</u>	<u>4,424,077</u>
GRAND TOTAL	<u>3,651,101</u>	<u>3,884,699</u>	<u>4,240,912</u>	<u>4,424,077</u>	<u>4,424,077</u>

SUMMARY BY DIVISION:

031000	PROCUREMENT OPERATIONS	757,846	805,062	922,391	936,217	936,217
034000	PROPERTY MANAGEMENT	<u>2,893,255</u>	<u>3,079,637</u>	<u>3,318,521</u>	<u>3,487,860</u>	<u>3,487,860</u>
GRAND TOTAL		<u>3,651,101</u>	<u>3,884,699</u>	<u>4,240,912</u>	<u>4,424,077</u>	<u>4,424,077</u>

**DEPARTMENT STAFF SUMMARY
PROCUREMENT - GENERAL FUND**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	4.00	183,882	4.00	191,236	4.00	191,236
Administrative Secretary III	1.00	47,400	1.00	49,296	1.00	49,296
Chief, Property Management	1.00	0	1.00	64,300	1.00	64,300
Director of Procurement	1.00	110,933	1.00	115,370	1.00	115,370
Management Assistant II	0.00	0	1.00	95,000	1.00	85,000
Procurement Agent I	0.00	0	0.00	0	1.00	65,000
Procurement Agent II	4.00	159,800	3.00	161,696	2.00	96,696
Procurement Agent III	4.00	233,202	3.00	187,146	3.00	187,146
SALARY TOTAL	15.00	735,217	14.00	864,044	14.00	854,044
OTHER PERSONAL SERVICES						
Pension & Retirement		66,169		86,404		85,404
Workers' Compensation		11,360		12,619		12,596
Health Benefits		188,234		206,742		220,840
PEHP		0		22,818		26,592
FICA		55,988		65,995		65,334
Miscellaneous		1,820		1,960		1,960
TOTAL OTHER PERSONAL SERVICES		323,571		396,538		412,726
TOTAL PERSONAL SERVICES	15.00	1,058,788 *	14.00	1,260,582	14.00	1,266,770

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PROCUREMENT
Procurement Operations
Index #031000

ORIGIN/PURPOSE:

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

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

FY 2014 - FY 2015 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

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	732,683	783,236	895,791	911,917	911,917
20 CONTRACTUAL SERVICES	14,194	14,495	15,750	16,450	16,450
30 SUPPLIES AND MATERIALS	7,875	4,035	4,550	4,550	4,550
40 BUSINESS AND TRAVEL	1,618	2,144	4,300	1,300	1,300
80 INTER-GOVERNMENTAL/INTERFUND	1,476	1,152	2,000	2,000	2,000
GRAND TOTAL	757,846	805,062	922,391	936,217	936,217

FUNDING SOURCE:

11 GENERAL	757,846	805,062	922,391	936,217	936,217

PROCUREMENT Procurement Operations Index #031000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
895,791	911,917	16,126	<u>PERSONAL SERVICES</u> Health benefit costs were adjusted for anticipated increase, offset by a decrease due to staff turnover, and pension adjustments
15,750	16,450	700	<u>CONTRACTUAL SERVICES</u> Provides for electricity and natural gas consultants to help build a better Procurement process
4,300	1,300	(3,000)	<u>BUSINESS AND TRAVEL</u> Training seminars, courses & meetings decrease based on actual expenses

DIVISION STAFF SUMMARY
PROCUREMENT OPERATIONS
Index #031000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	3.00	141,770	3.00	147,440	3.00	147,440
Administrative Secretary III	1.00	47,400	1.00	49,296	1.00	49,296
Director of Procurement	1.00	110,933	1.00	115,370	1.00	115,370
Management Assistant II	0.00	0	1.00	95,000	1.00	85,000
Procurement Agent I	0.00	0	0.00	0	1.00	65,000 A
Procurement Agent II	4.00	159,800	3.00	161,696	2.00	96,696
Procurement Agent III	1.00	54,444	1.00	56,622	1.00	56,622
SALARY TOTAL	10.00	514,347	10.00	625,424	10.00	615,424
OTHER PERSONAL SERVICES						
Pension & Retirement		46,291		62,542		61,542
Workers' Compensation		6,454		6,744		6,721
Health Benefits		115,494		129,122		157,590
PEHP		0		22,818		22,160
FICA		39,091		47,741		47,080
Miscellaneous		1,260		1,400		1,400
TOTAL OTHER PERSONAL SERVICES		208,590		270,367		296,493
TOTAL PERSONAL SERVICES	10.00	722,937 *	10.00	895,791	10.00	911,917

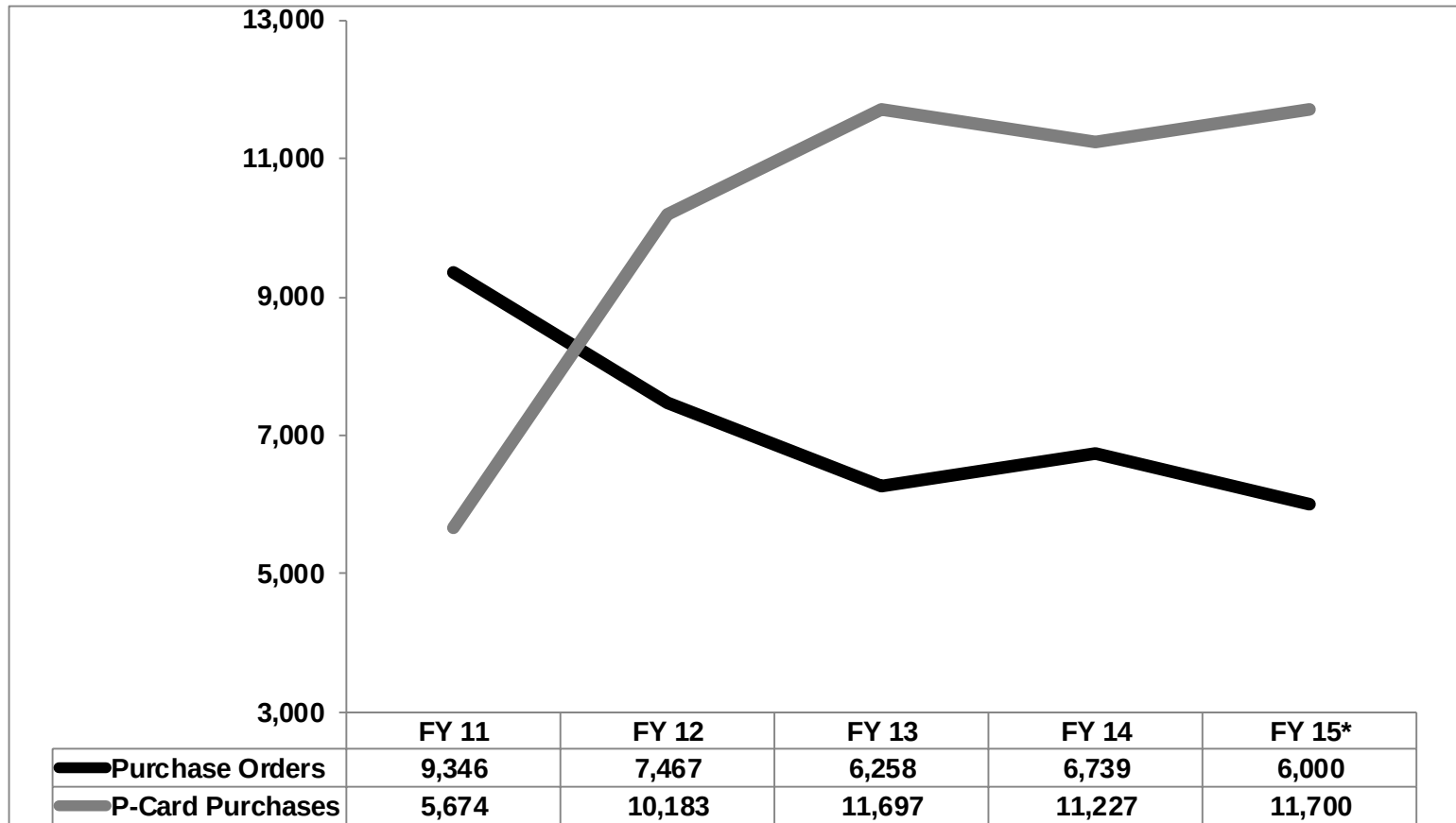
*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Procurement Agent II position reclassified as a Procurement Agent I - #0100

Procurement Operations

Countywide Purchases

Purchase Orders vs. P-Card Purchases



***Projected**

PROCUREMENT
Property Management
Index #034000

ORIGIN/PURPOSE:

Under Harford County Charter, Article IV, Section 414, the Department of Procurement, Division of Property Management shall be responsible 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 division of Property Management is responsible for property acquisition, capital project review, plat approval, title work, deed and real property document preparation, property appraisals, contact negotiations with property owners, condemnation, surplus property, relocation planning and lease management for the County's 550 +/- properties.

FY 2014 - FY 2015 GOALS:

TO PROVIDE COST EFFECTIVE ACQUISITION OF PROPERTY FOR CLIENTS IN A TIMELY MANNER TO INCLUDE COST ESTIMATING AND APPRAISING

TO PROVIDE COMPREHENSIVE PLANNING FOR FUTURE SPACE UTILIZATION AND LEASING OF PROPERTY

TO IMPLEMENT POLICIES AND PROCEDURES TO PROMOTE INCREASED COMMUNICATION BETWEEN DIVISION AND CLIENTS DURING NEGOTIATIONS

TO PROCURE EASEMENTS THAT ARE FAIR WITH JUST COMPENSATION GIVEN TO THE PROPERTY OWNERS

TO BALANCE THE INTERESTS, GOALS, AND BUDGET OF COUNTY GOVERNMENT WHEN ACQUIRING, MANAGING, AND UTILIZING REAL PROPERTY AS WELL AS BEING RESPONSIBLE AND EQUITABLE TO THE CITIZENS OF HARFORD COUNTY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	335,247	352,500	364,791	354,853	354,853
20 CONTRACTUAL SERVICES	2,555,422	2,724,644	2,950,955	3,130,232	3,130,232
30 SUPPLIES AND MATERIALS	1,059	463	1,150	1,150	1,150
40 BUSINESS AND TRAVEL	1,118	1,207	1,225	1,225	1,225
80 INTER-GOVERNMENTAL/INTERFUND	409	823	400	400	400
GRAND TOTAL	<u>2,893,255</u>	<u>3,079,637</u>	<u>3,318,521</u>	<u>3,487,860</u>	<u>3,487,860</u>

FUNDING SOURCE:

11 GENERAL	<u>2,893,255</u>	<u>3,079,637</u>	<u>3,318,521</u>	<u>3,487,860</u>	<u>3,487,860</u>

PROCUREMENT Property Management Index #034000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
364,791	354,853	(9,938)	<u>PERSONAL SERVICES</u> Decrease is the net result of health benefits and PEHP (Post Employment Health Plan) adjustments
2,950,955	3,130,232	179,277	<u>CONTRACTUAL SERVICES</u> Increase for various rental properties leases

DIVISION STAFF SUMMARY
PROPERTY MANAGEMENT
Index #034000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	42,112	1.00	43,796	1.00	43,796
Chief, Property Management	1.00	0	1.00	64,300	1.00	64,300
Procurement Agent III	3.00	178,758	2.00	130,524	2.00	130,524
SALARY TOTAL	5.00	220,870	4.00	238,620	4.00	238,620
OTHER PERSONAL SERVICES						
Pension & Retirement		19,878		23,862		23,862
Workers' Compensation		4,906		5,875		5,875
Health Benefits		72,740		77,620		63,250
PEHP		0		0		4,432
FICA		16,897		18,254		18,254
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		114,981		126,171		116,233
TOTAL PERSONAL SERVICES	5.00	335,851 *	4.00	364,791	4.00	354,853

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PROCUREMENT - PROPERTY MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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

Department Objective

To acquire, lease, and utilize real property in a fair and cost effective manner to promote increased public confidence and quality of life.
To improve customer service to clients by performing more effectively and efficiently while adhering to local, state and federal guidelines.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$319,632	\$335,247	\$352,500	\$364,791	\$331,100
Number of staff	4	4	4	4	4
<u>Output:</u>					
Number of Real Property actions	280	258	227	222	250
<u>Efficiency:</u>					
Cost per Real Property action	\$1,141.55	\$1,299.40	\$1,552.86	\$1,643.20	\$1,324.40
<u>Service Quality:</u>					
Average percent rated by Clients	92%	93%	85%	95%	95%
<u>Outcome:</u>					
Cost per action	(\$597.45)	\$157.85	\$253.46	\$251.94	(\$318.80)

Major Related Plans and Policies

Financial Planning Policy
Strategic Planning
Capital Improvement Budget Policies

PROCUREMENT
Fleet Management
Index #032000

ORIGIN/PURPOSE:

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

FY 2014 - FY 2015 GOAL:

TO MAINTAIN A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	197,417	186,958	194,793	187,417	187,417
20 CONTRACTUAL SERVICES	111,869	73,266	435,500	474,500	474,500
30 SUPPLIES AND MATERIALS	3,105,565	3,085,034	4,402,100	3,880,290	3,880,290
40 BUSINESS AND TRAVEL	3,101,498	3,037,165	3,293,150	3,479,650	3,479,650
50 CAPITAL OUTLAY	385,551	568,946	0	0	0
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
GRAND TOTAL	<u>6,901,900</u>	<u>6,951,369</u>	<u>8,325,543</u>	<u>8,021,857</u>	<u>8,021,857</u>

FUNDING SOURCE:

25 HIGHWAYS	<u>6,901,900</u>	<u>6,951,369</u>	<u>8,325,543</u>	<u>8,021,857</u>	<u>8,021,857</u>

PROCUREMENT Fleet Management Index #032000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
194,793	187,417	(7,376)	<u>PERSONAL SERVICES</u> Decrease due to health benefits adjustments
435,500	474,500	39,000	<u>CONTRACTUAL SERVICES</u> Increase for in-house repairs, tank inspections, MDE requirements, improvements to fuel stations and new Gas Boy computer and server
4,402,100	3,880,290	(521,810)	<u>SUPPLIES AND MATERIALS</u> Diesel Fuel and Gasoline decrease based on usage trends and cost projections
3,293,150	3,479,650	186,500	<u>BUSINESS AND TRAVEL</u> Increase for maintenance of Harford County fleet and funding now provided to include twenty (20) motor pool vehicles

DIVISION STAFF SUMMARY
FLEET MANAGEMENT
Index #032000.

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	37,783	1.00	39,294	1.00	39,294
Fleet Manager	1.00	83,773	1.00	87,124	1.00	87,124
SALARY TOTAL	2.00	121,556	2.00	126,418	2.00	126,418
OTHER PERSONAL SERVICES						
Pension & Retirement		10,940		12,642		12,642
Workers' Compensation		2,340		2,408		2,408
Health Benefits		32,615		38,810		31,566
PEHP		0		4,564		4,432
FICA		9,299		9,671		9,671
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		55,474		68,375		60,999
TOTAL PERSONAL SERVICES	2.00	177,030 *	2.00	194,793	2.00	187,417

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PROCUREMENT - FLEET MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To maintain 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 3%.

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated*	3,225,000	3,060,912	3,200,000	\$3,300,000	\$3,396,000
Number of Staff	2	2	2	2	2
*Target & Non-Targeted Charges					
<u>Output:</u>					
Number of vehicles maintained	1,133	1,115	1,152	1,157	1,177
<u>Efficiency:</u>					
Budgeted maintenance cost per vehicle/equipment	\$2,846	\$2,844	\$2,821	\$2,852	\$2,885
<u>Service Quality:</u>					
Percent of agency responses rating satisfactory or higher	98.70%	98.90%	97.90%	95.00%	96.60%
<u>Outcome:</u>					
Actual maintenance cost per vehicle/equipment	\$2,476	\$2,745	\$2,934	\$2,995	\$3,029
Percent saved over budgeted amount	14.9%	3.5%	4.0%	5.0%	5.0%

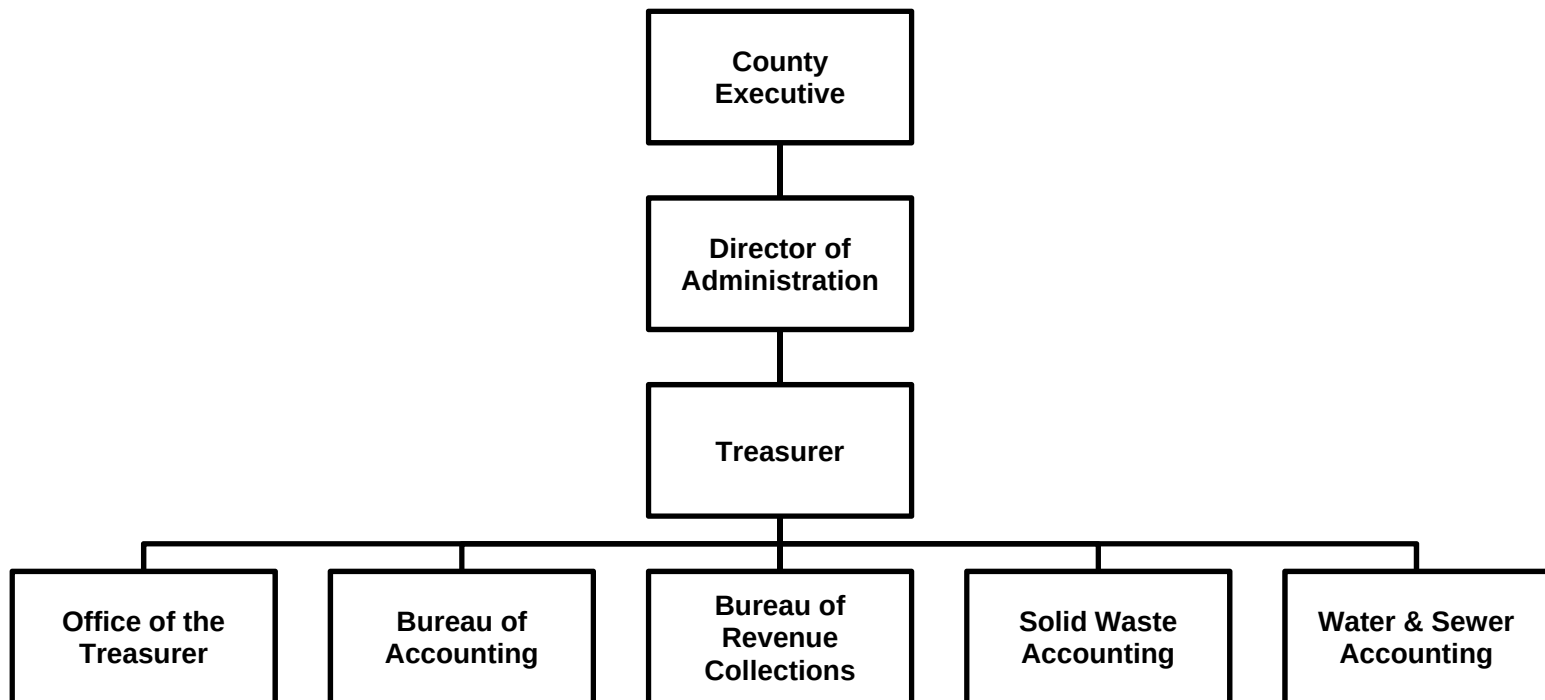
Explanation and Analysis of Performance Measures

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

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

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

Additionally the Department maintains oversight responsibility for water and sewer accounting functions, solid waste accounting, preparation of an annual report, and investment and application of County monies.

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

MISSION STATEMENT:

ESTABLISH DEPARTMENTAL PROCESSES AND ORGANIZATIONAL RESOURCES WHICH WILL PROVIDE EFFICIENT AND RESPONSIVE FINANCIAL SERVICES TO OUR CUSTOMERS

FY 2014 - FY 2015 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

TREASURY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,903,687	3,902,106	3,808,860	3,797,068	3,797,068
20 CONTRACTUAL SERVICES	497,027	514,795	158,015	514,762	514,762
30 SUPPLIES & MATERIALS	219,838	219,723	268,325	256,100	256,100
40 BUSINESS AND TRAVEL	21,612	22,836	21,150	16,100	16,100
80 INTER-GOVERNMENTAL/INTERFUND	1,833	1,754	1,475	1,100	1,100
GRAND TOTAL	<u>4,643,997</u>	<u>4,661,214</u>	<u>4,257,825</u>	<u>4,585,130</u>	<u>4,585,130</u>

SUMMARY BY FUND:

11 GENERAL	3,848,829	3,889,800	3,412,157	3,423,593	3,423,593
51 WATER & SEWER OPERATING	795,168	771,414	845,668	1,161,537	1,161,537
GRAND TOTAL	<u>4,643,997</u>	<u>4,661,214</u>	<u>4,257,825</u>	<u>4,585,130</u>	<u>4,585,130</u>

SUMMARY BY DIVISION:

GENERAL FUND:

041000	OFFICE OF THE TREASURER	618,438	669,244	626,090	626,814	626,814
043000	BUREAU OF ACCOUNTING	2,234,125	2,180,335	1,772,631	1,796,438	1,796,438
044000	BUREAU OF REVENUE COLLECTIONS	888,534	930,389	911,641	900,682	900,682
047100	SOLID WASTE ACCOUNTING	107,732	109,832	101,795	99,659	99,659

WATER & SEWER FUND:

045000	WATER & SEWER ACCOUNTING	795,168	771,414	845,668	1,161,537	1,161,537
GRAND TOTAL		<u>4,643,997</u>	<u>4,661,214</u>	<u>4,257,825</u>	<u>4,585,130</u>	<u>4,585,130</u>

SUMMARY OF GRANT BUDGETS

35,000,000

**DEPARTMENT STAFF SUMMARY
TREASURY**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>TREASURY - GENERAL FUND</u>						
Accountant II	4.00	181,738	3.00	189,007	3.00	189,007
Accountant III	3.00	220,684	3.00	229,512	3.00	229,512
Accounting Clerk I	3.00	60,400	0.00	0	0.00	0
Accounting Clerk II	9.00	346,289	9.00	392,956	9.00	392,956
Accounting Technician I	4.00	204,908	4.00	213,105	4.00	213,105
Accounting Technician II	6.00	344,096	6.00	357,860	6.00	357,860
Accounts Payable Supervisor	1.00	57,859	1.00	60,174	1.00	60,174
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	60,882	1.00	60,882
Chief, Treasury Bureau	2.00	187,910	2.00	195,426	2.00	195,426
Deputy Treasurer	1.00	115,174	1.00	119,781	1.00	119,781
Financial Systems Coordinator	1.00	71,009	1.00	73,850	1.00	73,850
Financial Systems Management Supervisor	1.00	81,680	1.00	84,947	1.00	84,947
Management Assistant II	1.00	52,800	1.00	54,912	1.00	54,912
Treasurer	1.00	130,890	1.00	136,126	1.00	136,126
FULL-TIME SALARIES	38.00	2,113,977	34.00	2,168,538	34.00	2,168,538
PART-TIME SALARIES						
Accounting Clerk II	0.60	20,767	1.10	38,810	1.10	38,810
TOTAL PART-TIME SALARIES	0.60	20,767	1.10	38,810	1.10	38,810
TEMPORARY SALARIES						
		13,750		0		0
SUB-TOTAL GENERAL FUND SALARIES	38.60	2,148,494 *	35.10	2,207,348	35.10	2,207,348

**DEPARTMENT STAFF SUMMARY
TREASURY**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>TREASURY - WATER & SEWER FUND</u>						
Accountant II	1.00	47,400	1.00	47,400	0.00	0
Accountant III	1.00	71,400	1.00	74,256	1.00	74,256
Accounting Clerk I	1.00	30,200	0.00	0	0.00	0
Accounting Clerk II	3.00	120,118	4.00	174,864	5.00	206,379
Accounting Technician I	2.00	121,954	2.00	126,833	2.00	126,833
Assistant Supervisor of Revenue Collections	1.00	75,321	1.00	78,334	1.00	78,334
SUB-TOTAL W & S FUND SALARIES	9.00	466,393 *	9.00	501,687	9.00	485,802
<u>OTHER PERSONAL SERVICES</u>						
Pension		234,239		270,905		269,315
Workers' Compensation		5,983		6,232		6,194
Health Benefits		555,378		560,714		564,256
PEHP		0		50,200		53,184
FICA		198,026		205,474		204,669
Miscellaneous		6,300		6,300		6,300
TOTAL OTHER PERSONAL SERVICES		999,926		1,099,825		1,103,918

**DEPARTMENT STAFF SUMMARY
TREASURY**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TREASURY - DEPARTMENT TOTALS						
TOTAL FULL-TIME SALARIES	47.00	2,580,370	43.00	2,670,225	43.00	2,654,340
TOTAL PART-TIME SALARIES	0.60	20,767	1.10	38,810	1.10	38,810
TOTAL TEMPORARY SALARIES		13,750		0		0
TOTAL OTHER PERSONAL SERVICES		999,926		1,099,825		1,103,918
DEPARTMENTAL SALARY TOTALS	<u>47.60</u>	<u>3,614,813 *</u>	<u>44.10</u>	<u>3,808,860</u>	<u>44.10</u>	<u>3,797,068</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY

GENERAL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,225,045	3,262,777	3,106,777	3,108,286	3,108,286
20 CONTRACTUAL SERVICES	475,208	488,842	134,010	162,357	162,357
30 SUPPLIES & MATERIALS	126,867	115,746	151,010	137,785	137,785
40 BUSINESS AND TRAVEL	19,904	20,687	18,935	14,115	14,115
80 INTER-GOVERNMENTAL/INTERFUND	1,805	1,748	1,425	1,050	1,050
GRAND TOTAL	<u>3,848,829</u>	<u>3,889,800</u>	<u>3,412,157</u>	<u>3,423,593</u>	<u>3,423,593</u>

SUMMARY BY FUND:

11 GENERAL	<u>3,848,829</u>	<u>3,889,800</u>	<u>3,412,157</u>	<u>3,423,593</u>	<u>3,423,593</u>
GRAND TOTAL	<u>3,848,829</u>	<u>3,889,800</u>	<u>3,412,157</u>	<u>3,423,593</u>	<u>3,423,593</u>

SUMMARY BY DIVISION:

041000	OFFICE OF THE TREASURER	618,438	669,244	626,090	626,814	626,814
043000	BUREAU OF ACCOUNTING	2,234,125	2,180,335	1,772,631	1,796,438	1,796,438
044000	BUREAU OF REVENUE COLLECTIONS	888,534	930,389	911,641	900,682	900,682
047100	SOLID WASTE ACCOUNTING	<u>107,732</u>	<u>109,832</u>	<u>101,795</u>	<u>99,659</u>	<u>99,659</u>
GRAND TOTAL		<u>3,848,829</u>	<u>3,889,800</u>	<u>3,412,157</u>	<u>3,423,593</u>	<u>3,423,593</u>

**DEPARTMENT STAFF SUMMARY
TREASURY**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>TREASURY - GENERAL FUND</u>						
Accountant II	4.00	181,738	3.00	189,007	3.00	189,007
Accountant III	3.00	220,684	3.00	229,512	3.00	229,512
Accounting Clerk I	3.00	60,400	0.00	0	0.00	0
Accounting Clerk II	9.00	346,289	9.00	392,956	9.00	392,956
Accounting Technician I	4.00	204,908	4.00	213,105	4.00	213,105
Accounting Technician II	6.00	344,096	6.00	357,860	6.00	357,860
Accounts Payable Supervisor	1.00	57,859	1.00	60,174	1.00	60,174
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	60,882	1.00	60,882
Chief, Treasury Bureau	2.00	187,910	2.00	195,426	2.00	195,426
Deputy Treasurer	1.00	115,174	1.00	119,781	1.00	119,781
Financial Systems Coordinator	1.00	71,009	1.00	73,850	1.00	73,850
Financial Systems Management Supervisor	1.00	81,680	1.00	84,947	1.00	84,947
Management Assistant II	1.00	52,800	1.00	54,912	1.00	54,912
Treasurer	1.00	130,890	1.00	136,126	1.00	136,126
FULL-TIME SALARIES	38.00	2,113,977	34.00	2,168,538	34.00	2,168,538
PART-TIME SALARIES						
Accounting Clerk II	0.60	20,767	1.10	38,810	1.10	38,810
TOTAL PART-TIME SALARIES	0.60	20,767	1.10	38,810	1.10	38,810
TEMPORARY SALARIES						
		13,750		0		0
SALARY TOTAL	38.60	2,148,494 *	35.10	2,207,348	35.10	2,207,348

**DEPARTMENT STAFF SUMMARY
TREASURY**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		192,264		220,736		220,735
Workers' Compensation		4,910		5,078		5,077
Health Benefits		454,834		460,408		462,693
PEHP		0		41,073		39,888
FICA		162,347		167,094		167,505
Miscellaneous		5,040		5,040		5,040
TOTAL OTHER PERSONAL SERVICES		819,395		899,429		900,938
TOTAL PERSONAL SERVICES	38.60	2,967,889 *	35.10	3,106,777	35.10	3,108,286

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY
Office of the Treasurer
Index #041000

ORIGIN/PURPOSE:

The Office of the Treasurer is responsible for administration of the various areas of the Department of Treasury, including Accounting and Revenue Collections, and has oversight responsibility for Water and Sewer 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 Achievement for Excellence in Financial Reporting for Harford County's Comprehensive Annual Financial Report for the 28th consecutive year and has applied for the award for the most current audit.

FY '14 - '15 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 FULLY MEET ALL REPORTING REQUIREMENTS.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	568,965	619,096	598,155	602,629	602,629
20 CONTRACTUAL SERVICES	31,783	31,902	8,260	8,260	8,260
30 SUPPLIES & MATERIALS	4,003	4,997	7,300	6,000	6,000
40 BUSINESS AND TRAVEL	12,398	12,452	11,375	9,125	9,125
80 INTER-GOVERNMENTAL/INTERFUND	1,289	797	1,000	800	800
GRAND TOTAL	618,438	669,244	626,090	626,814	626,814

FUNDING SOURCE:

11 GENERAL	618,438	669,244	626,090	626,814	626,814

TREASURY Office of the Treasurer Index #041000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
598,155	602,629	4,474	<u>PERSONAL SERVICES</u> Increase result of health benefit adjustments
7,300	6,000	(1,300)	<u>SUPPLIES & MATERIALS</u> Commercial printing expenses decrease based on actual expense history
11,375	9,125	(2,250)	<u>BUSINESS & TRAVEL</u> Membership fees along with training and related expenses decrease in an effort to reduce costs

DIVISION STAFF SUMMARY
Office of Treasurer
Index #041000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	61,668	1.00	64,135	1.00	64,135
Accounting Technician II	1.00	59,198	1.00	61,566	1.00	61,566
Deputy Treasurer	1.00	115,174	1.00	119,781	1.00	119,781
Management Assistant II	1.00	52,800	1.00	54,912	1.00	54,912
Treasurer	1.00	130,890	1.00	136,126	1.00	136,126
SALARY TOTAL	5.00	419,730	5.00	436,520	5.00	436,520
OTHER PERSONAL SERVICES						
Pension		37,776		43,652		43,652
Workers' Compensation		965		1,004		1,004
Health Benefits		78,476		75,526		79,853
PEHP		0		9,127		8,864
FICA		30,097		31,626		32,036
Miscellaneous		700		700		700
TOTAL OTHER PERSONAL SERVICES		148,014		161,635		166,109
TOTAL PERSONAL SERVICES	5.00	567,744 *	5.00	598,155	5.00	602,629

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY
Bureau of Accounting
Index #043000

ORIGIN/PURPOSE:

The Bureau of Accounting, pursuant to Chapter 16, Article III, Section 17, is responsible for accounting operations. This division of Treasury prepares the Comprehensive Annual Financial Report (CAFR), the Uniform Financial Report (UFR), prepares the Interim Financial Statements, and coordinates the information for the annual audit.

The functions of accounting operations include Accounts Receivables for property taxes and all other County income, Accounts Payable, Payroll and System Administration for accounting software. We account for all the funds of the County, including General, Grants, Highways, Parks and Recreation, Debt Service, Agricultural Preservation, Capital Projects, Internal Service, Pension Trust Funds, and other Trust and Agency funds.

FY '14 - '15 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 FULLY MEET ALL REPORTING REQUIREMENTS.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,801,647	1,761,627	1,665,711	1,670,006	1,670,006
20 CONTRACTUAL SERVICES	384,703	383,483	58,035	85,157	85,157
30 SUPPLIES & MATERIALS	41,090	29,445	43,200	37,500	37,500
40 BUSINESS AND TRAVEL	6,365	5,085	5,385	3,625	3,625
80 INTER-GOVERNMENTAL/INTERFUND	320	695	300	150	150
GRAND TOTAL	<u>2,234,125</u>	<u>2,180,335</u>	<u>1,772,631</u>	<u>1,796,438</u>	<u>1,796,438</u>

FUNDING SOURCE:

11 GENERAL	<u>2,234,125</u>	<u>2,180,335</u>	<u>1,772,631</u>	<u>1,796,438</u>	<u>1,796,438</u>

TREASURY Bureau of Accounting Index #043000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,665,711	1,670,006	4,295	<u>PERSONAL SERVICES</u> Increase is the result of health benefit adjustments
58,035	85,157	27,122	<u>CONTRACTUAL SERVICES</u> Increase will provide for the estimated fees associated with payment transactions by citizens using credit cards for permits, dog licenses, etc.
43,200	37,500	(5,700)	<u>SUPPLIES & MATERIALS</u> Mailing and commercial printing costs adjusted based on actual expense history
5,385	3,625	(1,760)	<u>BUSINESS & TRAVEL</u> Membership fees along with training and related expenses decrease in an effort to reduce costs

DIVISION STAFF SUMMARY

Bureau of Accounting

Index #430000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant II	4.00	181,738	3.00	189,007	3.00	189,007
Accountant III	2.00	159,016	2.00	165,377	2.00	165,377
Accounting Clerk I	1.00	30,200	0.00	0	0.00	0
Accounting Clerk II	4.00	138,140	4.00	177,805	4.00	177,805
Accounting Technician I	2.00	123,557	2.00	128,500	2.00	128,500
Accounting Technician II	4.00	215,794	4.00	224,426	4.00	224,426
Accounts Payable Supervisor	1.00	57,859	1.00	60,174	1.00	60,174
Chief, Treasury Bureau	1.00	101,825	1.00	105,898	1.00	105,898
Financial Systems Coordinator	1.00	71,009	1.00	73,850	1.00	73,850
Financial Systems Management Supervisor	1.00	81,680	1.00	84,947	1.00	84,947
SALARY TOTAL	21.00	1,160,818	19.00	1,209,984	19.00	1,209,984
OTHER PERSONAL SERVICES						
Pension		104,473		120,999		120,998
Workers' Compensation		2,670		2,784		2,783
Health Benefits		204,614		223,030		227,721
PEHP		0		13,691		13,296
FICA		88,803		92,563		92,564
Miscellaneous		2,660		2,660		2,660
TOTAL OTHER PERSONAL SERVICES		403,220		455,727		460,022
TOTAL PERSONAL SERVICES	21.00	1,564,038	19.00	1,665,711	19.00	1,670,006

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimated 2015
<u>Input:</u>					
Dollars allocated	\$2,084	\$1,820	\$1,991	\$1,700	\$1,700
Number of staff	5	5	5	5	5
<u>Output:</u>					
Actual number of departments or divisions visited	97*	39	145**	35	35
<u>Service Quality:</u>					
Percent of clients satisfied with consultation visits	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Percent of departments and divisions visited	55%*	22%	82%**	20%	20%

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.

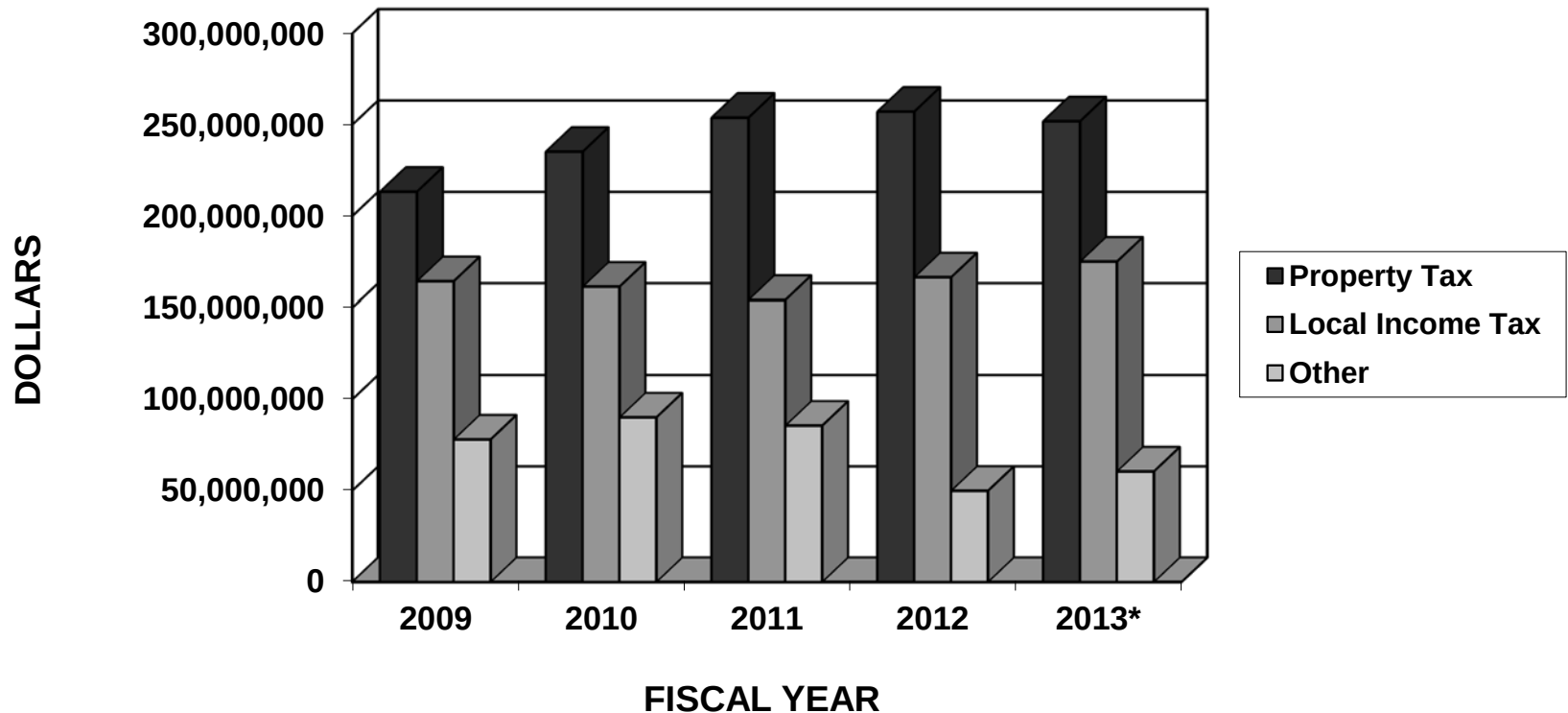
Major Related Plans and Policies

GAAP, GASB, and GFOA policies

* Increase due to introduction and training of P-Card to various departments.

**Increase due to Procurement/Treasury training on 9/18/13

Bureau of Accounting Growth of Financial Activities General Fund Revenues



*2013 Other: Amount includes the issuance of refunded bonds of \$59,750,398

Other Revenue Sources: Other Local Tax, State Shared Revenue, Licenses and Permits, Fines and Forfeitures, Sale of Property, Intergovernmental, Sales and Services, Interfund Transfers, Premium on Issuance of Bonds, and Issuance of Refunding Bonds.

TREASURY
Bureau of Revenue Collections
Index #044000

ORIGIN/PURPOSE:

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

FY '14 - '15 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 FULLY MEET ALL REPORTING REQUIREMENTS.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	749,152	774,761	742,451	737,202	737,202
20 CONTRACTUAL SERVICES	56,572	71,307	66,865	68,115	68,115
30 SUPPLIES & MATERIALS	81,545	80,981	100,150	93,950	93,950
40 BUSINESS AND TRAVEL	1,141	3,121	2,100	1,340	1,340
80 INTER-GOVERNMENTAL/INTERFUND	124	219	75	75	75
GRAND TOTAL	888,534	930,389	911,641	900,682	900,682

FUNDING SOURCE:

11 GENERAL	888,534	930,389	911,641	900,682	900,682

TREASURY Bureau of Revenue Collections Index #044000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
742,451	737,202	(5,249)	<u>PERSONAL SERVICES</u> Health benefits cost adjustments as well as staff opting for changes in level of benefit plans
66,865	68,115	1,250	<u>CONTRACTUAL SERVICES</u> Advertisement, legal fees, and auctioneer services/fees associated with the tax sale increase based on actual expense history
100,150	93,950	(6,200)	<u>SUPPLIES & MATERIALS</u> Office supplies and mailing/postage costs decrease based on actual expense history
2,100	1,340	(760)	<u>BUSINESS & TRAVEL</u> Membership fees along with training and related expenses decrease in an effort to reduce costs

DIVISION STAFF SUMMARY
Bureau of Revenue Collections
Index #440000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Clerk I	2.00	30,200	0.00	0	0.00	0
Accounting Clerk II	5.00	208,149	5.00	215,151	5.00	215,151
Accounting Technician I	2.00	81,351	2.00	84,605	2.00	84,605
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	60,882	1.00	60,882
Chief, Treasury Bureau	1.00	86,085	1.00	89,528	1.00	89,528
TOTAL FULL-TIME SALARIES	11.00	464,325	9.00	450,166	9.00	450,166
PART-TIME SALARIES						
Accounting Clerk II	0.60	20,767	1.10	38,810	1.10	38,810
TOTAL PART-TIME SALARIES	0.60	20,767	1.10	38,810	1.10	38,810
TEMPORARY SALARIES		13,750		0		0
SALARY TOTAL	11.60	498,842	10.10	488,976	10.10	488,976
OTHER PERSONAL SERVICES						
Pension		43,796		48,898		48,898
Workers' Compensation		1,116		1,125		1,125
Health Benefits		157,122		146,250		141,528
PEHP		0		18,255		17,728
FICA		38,161		37,407		37,407
Miscellaneous		1,540		1,540		1,540
TOTAL OTHER PERSONAL SERVICES		241,735		253,475		248,226
TOTAL PERSONAL SERVICES	11.60	740,577	10.10	742,451	10.10	737,202

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$3,630	\$3,630	\$3,660	\$3,700	\$3,700
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of title companies contacted	10	17	20	15	12
<u>Efficiency:</u>					
Percentage of title companies contacted	25%	30%	30%	30%	30%
<u>Service Quality:</u>					
Percentage of title companies satisfied with department efforts	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Percentage of deeds returned	15%	14%	16%	15%	15%

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

TREASURY
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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	105,281	107,293	100,460	98,449	98,449
20 CONTRACTUAL SERVICES	2,150	2,150	850	825	825
30 SUPPLIES & MATERIALS	229	323	360	335	335
40 BUSINESS AND TRAVEL	0	29	75	25	25
80 INTER-GOVERNMENTAL/INTERFUND	72	37	50	25	25
GRAND TOTAL	107,732	109,832	101,795	99,659	99,659

FUNDING SOURCE:

11 GENERAL	107,732	109,832	101,795	99,659	99,659

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
100,460	98,449	(2,011)	<u>PERSONAL SERVICES</u> Health benefit adjustments due to employee opting for change in benefit plans

DIVISION STAFF SUMMARY
Solid Waste Accounting
Index #047100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician II	1.00	69,104	1.00	71,868	1.00	71,868
SALARY TOTAL	1.00	69,104	1.00	71,868	1.00	71,868
OTHER PERSONAL SERVICES						
Pension		6,219		7,187		7,187
Workers' Compensation		159		165		165
Health Benefits		14,622		15,602		13,591
FICA		5,286		5,498		5,498
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		26,426		28,592		26,581
TOTAL PERSONAL SERVICES	1.00	95,530 *	1.00	100,460	1.00	98,449

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY
Water and Sewer Accounting
Index #045000

ORIGIN/PURPOSE:

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

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

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

FY '14 - '15 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.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	678,642	639,329	702,083	688,782	688,782
20 CONTRACTUAL SERVICES	21,819	25,953	24,005	352,405	352,405
30 SUPPLIES & MATERIALS	92,971	103,977	117,315	118,315	118,315
40 BUSINESS AND TRAVEL	1,708	2,149	2,215	1,985	1,985
80 INTER-GOVERNMENTAL/INTERFUND	28	6	50	50	50
GRAND TOTAL	795,168	771,414	845,668	1,161,537	1,161,537

FUNDING SOURCE:

11 GENERAL	795,168	771,414	845,668	1,161,537	1,161,537

TREASURY Water and Sewer Accounting Index #045000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
702,083	688,782	(13,301)	<u>PERSONAL SERVICES</u> Reclassification of a vacant Accountant II position to Accounting Clerk II resulted in an overall reduction in funding appropriation offset slightly by health benefits and Post Employment Health Plan (PEHP) adjustments
24,005	352,405	328,400	<u>CONTRACTUAL SERVICES</u> Increase will provide for the estimated fees associated with payment transactions by citizens using credit cards for water and sewer billings
117,315	118,315	1,000	<u>SUPPLIES & MATERIALS</u> Duplicating machine supplies increase based on actual expense history

DIVISION STAFF SUMMARY
Water & Sewer Accounting
Index #450000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant II	1.00	47,400	1.00	47,400	0.00	0
Accountant III	1.00	71,400	1.00	74,256	1.00	74,256
Accounting Clerk I	1.00	30,200	0.00	0	0.00	0
Accounting Clerk II	3.00	120,118	4.00	174,864	5.00	206,379 A
Accounting Technician I	2.00	121,954	2.00	126,833	2.00	126,833
Assistant Supervisor of Revenue Collections	1.00	75,321	1.00	78,334	1.00	78,334
SALARY TOTAL	9.00	466,393	9.00	501,687	9.00	485,802
OTHER PERSONAL SERVICES						
Pension		41,975		50,169		48,580
Workers' Compensation		1,073		1,154		1,117
Health Benefits		100,544		100,306		101,563
PEHP		0		9,127		13,296
FICA		35,679		38,380		37,164
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		180,531		200,396		202,980
TOTAL PERSONAL SERVICES	9.00	646,924	9.00	702,083	9.00	688,782

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One vacant Accountant II position reclassified to an Accounting Clerk II position - #0151

TREASURY - WATER & SEWER ACCOUNTING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide technical accounting oversight and guidance to County agencies and external customers and 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$644,010	\$678,642	\$639,329	\$702,083	\$754,553
Number of staff	8	8	8	9	9
<u>Output:</u>					
Fiscal Year Revenues	\$18,364,746	\$18,592,729	\$18,205,504	\$18,569,600	\$18,941,000
<u>Outcome:</u>					
Number of accounts billed per person	5,372	5,407	5,450	4,845	4,911

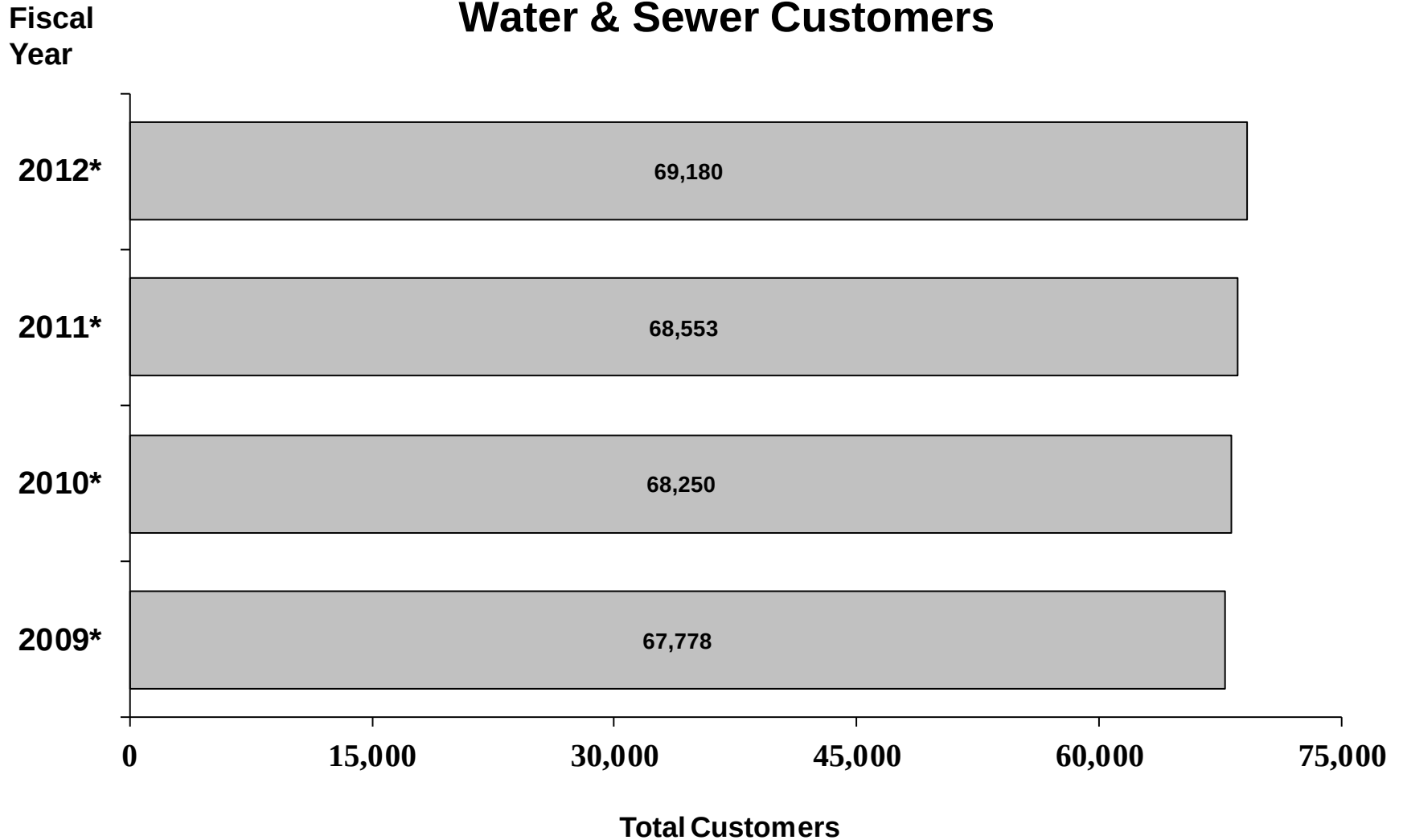
Explanation and Analysis of Performance Measures

To ensure collection of all Water and Sewer usage bills in an efficient and cost effective manner.

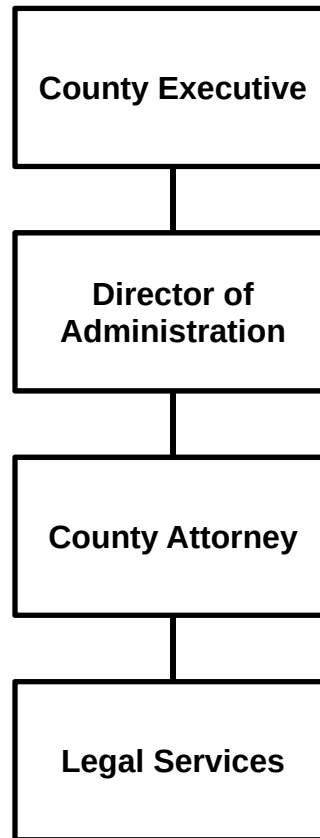
Major Related Plans and Policies

Harford County Code and Water and Sewer Rules and Regulations

Water and Sewer Accounting Customer Growth Water & Sewer Customers



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 COUNTY AGENCIES IN SUPPORT OF THEIR OBJECTIVE.

FY 2014 - FY 2015 GOALS:

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

TO PROVIDE EFFECTIVE ADVOCACY IN ADMINISTRATIVE, JUDICIAL AND LEGISLATIVE FORUMS

TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS

TO REMAIN INVOLVED PROACTIVELY AS A MANAGEMENT RESOURCE

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

LAW

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,770,166	2,008,451	1,962,561	1,994,238	1,994,238
20 CONTRACTUAL SERVICES	34,911	37,451	20,950	18,450	18,450
30 SUPPLIES AND MATERIALS	7,415	7,514	8,600	8,600	8,600
40 BUSINESS AND TRAVEL	23,354	25,467	23,550	24,300	24,300
70 MISCELLANEOUS	26,450	25,333	26,448	25,698	25,698
80 INTER-GOVERNMENTAL/INTERFUND	842	889	1,700	1,000	1,000
GRAND TOTAL	<u>1,863,138</u>	<u>2,105,105</u>	<u>2,043,809</u>	<u>2,072,286</u>	<u>2,072,286</u>
<u>SUMMARY BY FUND:</u>					
11 GENERAL	<u>1,863,138</u>	<u>2,105,105</u>	<u>2,043,809</u>	<u>2,072,286</u>	<u>2,072,286</u>
GRAND TOTAL	<u>1,863,138</u>	<u>2,105,105</u>	<u>2,043,809</u>	<u>2,072,286</u>	<u>2,072,286</u>
<u>SUMMARY BY DIVISION:</u>					
'052000 LEGAL SERVICES	<u>1,863,138</u>	<u>2,105,105</u>	<u>2,043,809</u>	<u>2,072,286</u>	<u>2,072,286</u>
GRAND TOTAL	<u>1,863,138</u>	<u>2,105,105</u>	<u>2,043,809</u>	<u>2,072,286</u>	<u>2,072,286</u>

LAW

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,962,561	1,994,238	31,677	<u>PERSONAL SERVICES</u> Increase is the net result of salary, pension, workers' compensation, health benefit and PEHP (Post Employment Health Plan) adjustments
12,500	10,000	(2,500)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of telephone service adjusted based on actual expense history and legal services in an effort to reduce costs
12,500	13,250	750	<u>BUSINESS AND TRAVEL</u> Increase for professional books based on actual expense history
1,500	750	(750)	<u>MISCELLANEOUS</u> Litigation expenses were reduced and funding moved to professional books based on actual expenses history
1,700	1,000	(700)	<u>INTER-GOVERNMENTAL/INTERFUND</u> Carpool rental expense reduced based on actual expense history

DEPARTMENT STAFF SUMMARY
LAW
Index #052000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	61,351	1.00	63,805	1.00	63,805
Assistant County Attorney II	2.00	187,543	3.00	274,801	1.00	79,756
County Attorney	1.00	133,472	1.00	138,811	1.00	138,811
Legal Assistant III	2.00	110,595	2.00	108,282	2.00	108,282
Legal Specialist I	0.00	0	1.00	40,000	1.00	40,000
Legal Specialist II	1.00	41,513	0.00	0	0.00	0
Legal Specialist III	1.00	60,081	1.00	62,484	1.00	62,484
Legislative Drafter	1.00	74,455	0.00	0	0.00	0
Senior Assistant County Attorney	6.00	685,569	6.00	712,992	8.00	926,984 A
TOTAL FULL-TIME SALARIES	15.00	1,354,579	15.00	1,401,175	15.00	1,420,122
PART-TIME SALARIES						
Administrative Specialist II	0.80	51,701	0.80	53,769	0.80	53,769
TOTAL PART-TIME SALARIES	0.80	51,701	0.80	53,769	0.80	53,769
SALARY TOTAL	15.80	1,406,280	15.80	1,454,944	15.80	1,473,891
OTHER PERSONAL SERVICES						
Pension & Retirement		127,902		146,348		148,242
Workers' Compensation		3,234		3,346		3,390
Health Benefits		201,944		229,862		234,576
PEHP		0		18,255		22,160
FICA		103,067		107,566		109,739
Miscellaneous		2,240		2,240		2,240
TOTAL OTHER PERSONAL SERVICES		438,387		507,617		520,347
TOTAL PERSONAL SERVICES	15.80	1,844,667 *	15.80	1,962,561	15.80	1,994,238

* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Assistant County Attorney II positions promoted to Senior Assistant County Attorney - #0160 and #0152

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

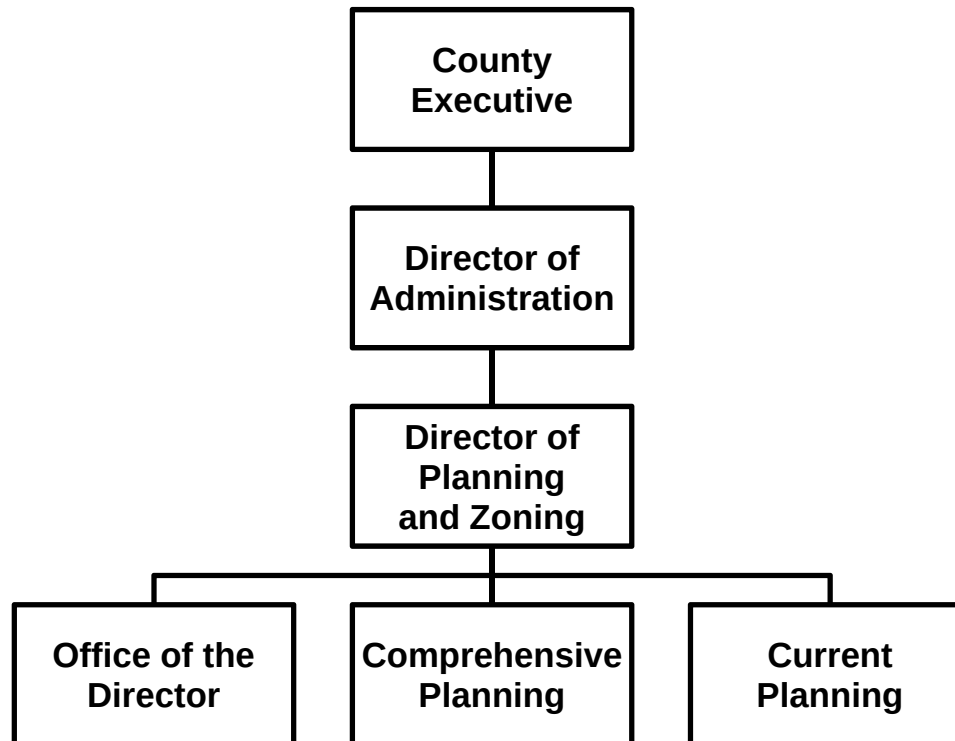
Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$1,590,286	\$1,770,166	\$2,008,451	\$1,962,561	\$1,994,238
Number of staff	14	14	16	16	16
<u>Output:</u>					
Number of deeds processed	42	51	36	26*	40*
Number of plats processed	159	117	120	119*	125*
Number of agreements processed	813	837	919	822*	800*
<u>Outcome:</u>					
Turnaround time in days:					
Deeds	1.89	1.28	1.47	.71*	2.00*
Plats	1.92	2.05	1.90	1.54*	2.00*
Agreements	3.77	2.65	2.24	4.00*	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 No. 34, special revenue accounts were established for the County Ag Preservation (Fund 27) and State Ag Preservation (Fund 28) Programs in FY 02. Prior to FY 02, these programs qualified as "trusts".

MISSION STATEMENT:

TO FACILITATE BALANCED AND APPROPRIATE GROWTH IN ACCORDANCE WITH THE APPROVED MASTER PLAN

FY 2014 - FY 2015 GOALS:

TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES

TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENT OUTREACH

TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

PLANNING AND ZONING

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,835,043	3,772,658	3,663,823	3,618,154	3,618,154
20 CONTRACTUAL SERVICES	48,256	57,211	43,400	41,900	41,900
30 SUPPLIES & MATERIALS	19,138	17,882	25,725	23,475	23,475
40 BUSINESS AND TRAVEL	17,741	19,450	27,650	26,400	26,400
50 CAPITAL OUTLAY	7,176,360	2,112,680	1,830	4,500,000	4,500,000
70 MISCELLANEOUS	168,394	286,541	840,908	342,548	342,548
80 INTER-GOVERNMENTAL/INTERFUND	169	182	200	200	200
GRAND TOTAL	11,265,101	6,266,604	4,603,536	8,552,677	8,552,677

SUMMARY BY FUND:

11 GENERAL	3,846,332	3,779,821	3,670,712	3,617,376	3,617,376
27 AG PRESERVATION - COUNTY	7,386,502	2,440,780	852,824	4,885,301	4,885,301
28 AG PRESERVATION - STATE	32,267	46,003	80,000	50,000	50,000
GRAND TOTAL	11,265,101	6,266,604	4,603,536	8,552,677	8,552,677

SUMMARY BY DIVISION:

GENERAL FUND:

061000	DIRECTOR OF PLANNING & ZONING	506,837	506,310	499,403	474,778	474,778
062000	COMPREHENSIVE PLANNING	1,549,588	1,511,603	1,450,044	1,451,955	1,451,955
063000	CURRENT PLANNING	1,789,907	1,761,908	1,721,265	1,690,643	1,690,643

AG PRESERVATION - COUNTY:

064270	AG PRESERVATION - COUNTY	7,386,502	2,440,780	852,824	4,885,301	4,885,301

AG PRESERVATION - STATE:

064280	AG PRESERVATION - STATE	32,267	46,003	80,000	50,000	50,000

GRAND TOTAL	11,265,101	6,266,604	4,603,536	8,552,677	8,552,677

SUMMARY OF GRANT BUDGETS					22,548

**DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PLANNING AND ZONING - GENERAL FUND</u>						
Administrative Assistant I	2.00	72,648	2.00	75,554	2.00	102,278
Administrative Assistant II	0.00	0	0.00	0	1.00	37,300
Administrative Secretary II	1.00	51,058	1.00	53,100	0.00	0
Administrative Secretary III	0.00	0	0.00	0	1.00	55,755
Administrative Specialist II	2.00	131,770	2.00	137,040	1.00	68,520
Clerk Typist	1.00	36,048	1.00	30,480	1.00	30,480
Deputy Director of Planning and Zoning	1.00	116,534	1.00	121,195	1.00	121,195
Director, Planning and Zoning	1.00	110,933	1.00	115,370	1.00	115,370
GIS Analyst I	1.00	47,400	1.00	49,296	1.00	49,296
GIS Analyst II	1.00	71,856	1.00	74,730	1.00	74,730
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	0.00	0	0.00	0
GIS Technician I	0.00	0	1.00	41,496	1.00	41,496
GIS Technician II	1.00	62,484	1.00	64,983	1.00	64,983
Permits Clerk	1.00	31,787	1.00	33,059	1.00	33,059
Permits Review Supervisor	1.00	63,000	1.00	65,520	1.00	65,520
Planner I	4.00	160,260	3.00	121,296	0.00	0
Planner II	4.00	219,390	5.00	277,462	8.00	415,870
Planner III	7.00	628,189	7.00	653,315	6.00	546,316
Planning Assistant I	2.00	33,100	1.00	41,879	1.00	41,879
Planning Assistant II	6.00	295,506	6.00	307,325	6.00	307,325
Zoning Enforcement Coordinator	0.00	0	0.00	0	1.00	75,372
Zoning Inspector II	3.00	156,335	3.00	162,588	3.00	162,588
Zoning Technician	1.00	33,100	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	<u>42.00</u>	<u>2,488,696</u>	<u>41.00</u>	<u>2,569,732</u>	<u>41.00</u>	<u>2,553,376</u>
SALARY OFFSET		<u>(142,740)</u>		<u>(142,740)</u>		<u>(142,740)</u>
TOTAL FULL-TIME SALARIES	<u>42.00</u>	<u>2,345,956</u>	<u>41.00</u>	<u>2,426,992</u>	<u>41.00</u>	<u>2,410,636</u>
SUB-TOTAL P & Z - GENERAL FUND	<u>42.00</u>	<u>2,345,956 *</u>	<u>41.00</u>	<u>2,426,992</u>	<u>41.00</u>	<u>2,410,636</u>

**DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>P & Z - AG PRESERVATION - STATE</u>						
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
<u>P & Z - AG PRESERVATION - COUNTY</u>						
Planner II	1.00	47,838	1.00	49,752	1.00	49,752
FULL-TIME SALARIES	1.00	47,838	1.00	49,752	1.00	49,752
SUB-TOTAL P & Z - AG PRES - STATE	1.00	47,838 *	1.00	49,752	1.00	49,752
OTHER PERSONAL SERVICES						
Pension		228,288		261,948		260,312
Workers' Compensation		39,167		41,923		38,109
Health Benefits		619,262		601,868		575,833
PEHP		0		45,638		48,752
FICA		192,930		199,822		198,880
Miscellaneous		5,880		5,880		5,880
TOTAL OTHER PERSONAL SERVICES		1,085,527 *		1,157,079		1,127,766

**DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PLANNING AND ZONING - DEPARTMENT TOTALS</u>						
TOTAL FULL-TIME SALARIES	43.00	2,566,534	42.00	2,649,484	42.00	2,633,128
TOTAL SALARY OFFSET		(142,740)		(142,740)		(142,740)
TOTAL OTHER PERSONAL SERVICES		1,085,527		1,157,079		1,127,766
PLANNING & ZONING SALARY TOTALS	<u>43.00</u>	<u>3,509,321 *</u>	<u>42.00</u>	<u>3,663,823</u>	<u>42.00</u>	<u>3,618,154</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited Amounts

PLANNING AND ZONING

GENERAL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,718,896	3,663,184	3,552,209	3,505,703	3,505,703
20 CONTRACTUAL SERVICES	48,256	57,211	43,050	41,550	41,550
30 SUPPLIES & MATERIALS	18,364	16,513	24,075	21,825	21,825
40 BUSINESS AND TRAVEL	17,620	19,073	26,800	25,550	25,550
50 CAPITAL OUTLAY	20,233	95	1,830	0	0
70 MISCELLANEOUS	22,794	23,563	22,548	22,548	22,548
80 INTER-GOVERNMENTAL/INTERFUND	169	182	200	200	200
GRAND TOTAL	<u>3,846,332</u>	<u>3,779,821</u>	<u>3,670,712</u>	<u>3,617,376</u>	<u>3,617,376</u>

SUMMARY BY FUND:

11 GENERAL	<u>3,846,332</u>	<u>3,779,821</u>	<u>3,670,712</u>	<u>3,617,376</u>	<u>3,617,376</u>
GRAND TOTAL	<u>3,846,332</u>	<u>3,779,821</u>	<u>3,670,712</u>	<u>3,617,376</u>	<u>3,617,376</u>

SUMMARY BY DIVISION:

061000	DIRECTOR OF PLANNING & ZONING	506,837	506,310	499,403	474,778	474,778
062000	COMPREHENSIVE PLANNING	1,549,588	1,511,603	1,450,044	1,451,955	1,451,955
063000	CURRENT PLANNING	<u>1,789,907</u>	<u>1,761,908</u>	<u>1,721,265</u>	<u>1,690,643</u>	<u>1,690,643</u>
GRAND TOTAL		<u>3,846,332</u>	<u>3,779,821</u>	<u>3,670,712</u>	<u>3,617,376</u>	<u>3,617,376</u>

**DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PLANNING AND ZONING - GENERAL FUND</u>						
Administrative Assistant I	2.00	72,648	2.00	75,554	2.00	102,278
Administrative Assistant II	0.00	0	0.00	0	1.00	37,300
Administrative Secretary II	1.00	51,058	1.00	53,100	0.00	0
Administrative Secretary III	0.00	0	0.00	0	1.00	55,755
Administrative Specialist II	2.00	131,770	2.00	137,040	1.00	68,520
Clerk Typist	1.00	36,048	1.00	30,480	1.00	30,480
Deputy Director of Planning and Zoning	1.00	116,534	1.00	121,195	1.00	121,195
Director, Planning and Zoning	1.00	110,933	1.00	115,370	1.00	115,370
GIS Analyst I	1.00	47,400	1.00	49,296	1.00	49,296
GIS Analyst II	1.00	71,856	1.00	74,730	1.00	74,730
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	0.00	0	0.00	0
GIS Technician I	0.00	0	1.00	41,496	1.00	41,496
GIS Technician II	1.00	62,484	1.00	64,983	1.00	64,983
Permits Clerk	1.00	31,787	1.00	33,059	1.00	33,059
Permits Review Supervisor	1.00	63,000	1.00	65,520	1.00	65,520
Planner I	4.00	160,260	3.00	121,296	0.00	0
Planner II	4.00	219,390	5.00	277,462	8.00	415,870
Planner III	7.00	628,189	7.00	653,315	6.00	546,316
Planning Assistant I	2.00	33,100	1.00	41,879	1.00	41,879
Planning Assistant II	6.00	295,506	6.00	307,325	6.00	307,325
Zoning Enforcement Coordinator	0.00	0	0.00	0	1.00	75,372
Zoning Inspector II	3.00	156,335	3.00	162,588	3.00	162,588
Zoning Technician	1.00	33,100	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	42.00	2,488,696	41.00	2,569,732	41.00	2,553,376
SALARY OFFSET		(142,740)		(142,740)		(142,740)
TOTAL FULL-TIME SALARIES	42.00	2,345,956	41.00	2,426,992	41.00	2,410,636
SUB-TOTAL P & Z - GENERAL FUND	42.00	2,345,956	41.00	2,426,992	41.00	2,410,636

**DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		223,983		256,973		255,337
Workers' Compensation		37,880		40,600		36,786
Health Benefits		601,077		584,814		557,810
PEHP		0		41,074		44,320
FICA		189,270		196,016		195,074
Miscellaneous		5,740		5,740		5,740
TOTAL OTHER PERSONAL SERVICES		1,057,950		1,125,217		1,095,067
TOTAL PERSONAL SERVICES	42.00	3,403,906 *	41.00	3,552,209	41.00	3,505,703

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PLANNING AND ZONING
Director of Planning and Zoning
Index #061000

ORIGIN/PURPOSE:

The Director of Planning and Zoning is responsible for the performance of all functions within the Department to ensure 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 '14 - '15 GOAL:

TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	501,922	500,619	488,603	466,128	466,128
20 CONTRACTUAL SERVICES	1,353	1,898	2,500	2,500	2,500
30 SUPPLIES & MATERIALS	802	431	4,875	2,875	2,875
40 BUSINESS AND TRAVEL	2,591	3,180	3,225	3,075	3,075
80 INTER-GOVERNMENTAL/INTERFUND	169	182	200	200	200
GRAND TOTAL	506,837	506,310	499,403	474,778	474,778

FUNDING SOURCE:

11 GENERAL	506,837	506,310	499,403	474,778	474,778

PLANNING AND ZONING
Director of Planning and Zoning
Index #061000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
488,603	466,128	(22,475)	<u>PERSONAL SERVICES</u> Staff turnover results in a reduction of salary and health benefit costs as a result of staff opting for changes in level of coverage
4,875	2,875	(2,000)	<u>SUPPLIES & MATERIALS</u> Funds provided for commercial printing reduced based on actual expense history

DIVISION STAFF SUMMARY
Director of Planning and Zoning
Index #061000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	0.00	0	1.00	61,793 A
Administrative Secretary II	1.00	51,058	1.00	53,100	0.00	0
Administrative Secretary III	0.00	0	0.00	0	1.00	55,755 B
Administrative Specialist II	1.00	65,885	1.00	68,520	0.00	0
Deputy Director of Planning and Zoning	1.00	116,534	1.00	121,195	1.00	121,195
Director, Planning and Zoning	1.00	110,933	1.00	115,370	1.00	115,370
SALARY TOTAL	4.00	344,410	4.00	358,185	4.00	354,113
OTHER PERSONAL SERVICES						
Pension & Retirement		30,997		35,819		35,411
Workers' Compensation		792		824		814
Health Benefits		62,594		61,818		43,968
PEHP		0		4,564		4,432
FICA		25,488		26,833		26,830
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		120,431		130,418		112,015
TOTAL PERSONAL SERVICES	4.00	464,841 *	4.00	488,603	4.00	466,128

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Administrative Specialist II position filled as an Administrative Assistant I - #0186

B - One (1) Administrative Secretary II position upgraded to Administrative Secretary III - #0169

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated/expended	\$474,873	\$501,922	\$500,619	\$488,603	\$466,128
Number of staff	4	4	4	4	4
<u>Output:</u>					
Number of programs initiated	8	10	5	10	2
<u>Efficiency:</u>					
Number of programs completed or adopted	7	6	6	7	9
<u>Service Quality:</u>					
Number of public meetings held for initiatives	8	10	8	6	3
<u>Outcome:</u>					
Percent of initiated growth management programs completed or passed	88%	60%	100%	70%	100%

Explanation and Analysis of Performance Measures

By initiating changes thru research and/or legislation we encourage smart growth and preservation of land and resources.

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 FY 14/15.

FY12 Initiated: Bike/Ped Master Plan; Historic Landmark Designation; Zoning Code update; AG Preservation; State Mandate SB236 (Sustainable Growth and Ag Preservation Act of 2012); Plan Maryland; Watershed Implementation Plan; Subdivision Regulations; MD 22 Study; Urban Tree Canopy.

FY 12 Completed or Passed: Land Use Element Plan; Historic Landmark Designation; Zoning Code Update; AG Preservation; Watershed Implementation Plan. Subdivision Regulations; Plan Maryland expected to be complete FY 15.

FY 13 Initiated: Zoning Code update (3); GIS updates; Stream Buffer Plantings.

FY 13 Completed or Passed: Bike/Ped Master Plan; Zoning Code Updates (3); MD 22 Study; SB236 (Sustainable Growth and Ag Preservation Act of 2012); GIS Update and Stream Buffer Plantings expected to be completed FY 15.

FY 14 Initiated: Zoning Code updates (5); Priority Preservation Plan; Subdivision Regulations Update; AG Preservation; Historic Landmark; Commercial Design Study.

FY 14 Completed or Passed: Zoning Code Updates (5); Urban Tree Canopy; Subdivision Regulation Update. Priority Preservation Plan, Ag Preservation, Historic Landmark and Commercial Design Study expected to be complete FY 15.

FY 15 Initiated: MD 22 Extended Study; Zoning Code Update. FY 15 Completed or Passed: Floodplain Management Program; Plan Maryland; GIS Updates; Stream Buffer Plantings; Priority Preservation Plan, Ag Preservation; Historic Landmark; Commercial Design Study; Zoning Code Update. MD 22 Extended Study expected to be complete FY 15.

Major Related Plans and Policies

Harford County Land Use Plan; Harford County Zoning Code

PLANNING AND ZONING
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.

This 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 has the responsibility of maintaining and sustaining the Geographic Information System (GIS) as well as providing technical support of the GIS system to all County departments and agencies.

FY '14 - '15 GOALS:

TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH

TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,469,040	1,441,182	1,396,446	1,399,707	1,399,707
20 CONTRACTUAL SERVICES	21,645	33,543	8,025	8,025	8,025
30 SUPPLIES & MATERIALS	6,812	4,616	6,900	6,650	6,650
40 BUSINESS AND TRAVEL	9,064	8,699	16,125	15,025	15,025
50 CAPITAL OUTLAY	20,233	0	0	0	0
70 MISCELLANEOUS	22,794	23,563	22,548	22,548	22,548
GRAND TOTAL	<u>1,549,588</u>	<u>1,511,603</u>	<u>1,450,044</u>	<u>1,451,955</u>	<u>1,451,955</u>

FUNDING SOURCE:

11 GENERAL	<u>1,549,588</u>	<u>1,511,603</u>	<u>1,450,044</u>	<u>1,451,955</u>	<u>1,451,955</u>

PLANNING AND ZONING
Comprehensive Planning
Index #062000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,396,446	1,399,707	3,261	<u>PERSONAL SERVICES</u> Increase is the result of additional funding provided for career ladder promotions and staff turnover offset by a reduction in health coverage costs due to staff opting for changes in levels of coverage
16,125	15,025	(1,100)	<u>BUSINESS & TRAVEL</u> Training seminar expenses reduced based on actual expense history

DIVISION STAFF SUMMARY
Comprehensive Planning
Index #062000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	65,885	1.00	68,520	1.00	68,520
GIS Analyst I	1.00	47,400	1.00	49,296	1.00	49,296
GIS Analyst II	1.00	71,856	1.00	74,730	1.00	74,730
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	0.00	0	0.00	0
GIS Technician I	0.00	0	1.00	41,496	1.00	41,496
GIS Technician II	1.00	62,484	1.00	64,983	1.00	64,983
Planner I	3.00	120,360	2.00	81,396	0.00	0
Planner II	2.00	124,152	3.00	178,414	5.00	271,318 A
Planner III	4.00	370,389	4.00	385,204	4.00	385,204
Zoning Technician	1.00	33,100	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	16.00	1,062,924	16.00	1,088,083	16.00	1,099,591
SALARY OFFSET		(142,740)		(142,740)		(142,740)
SALARY TOTAL	16.00	920,184	16.00	945,343	16.00	956,851
OTHER PERSONAL SERVICES						
Pension & Retirement		95,663		108,808		109,959
Workers' Compensation		21,089		21,758		22,064
Health Benefits		223,592		216,804		202,314
PEHP		0		18,255		22,160
FICA		81,057		83,238		84,119
Miscellaneous		2,240		2,240		2,240
TOTAL OTHER PERSONAL SERVICES		423,641		451,103		442,856
TOTAL PERSONAL SERVICES	16.00	1,343,825 *	16.00	1,396,446	16.00	1,399,707

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Planner I positions upgraded to Planner II - #0190, 1653

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated/expended	\$1,485,002	\$1,469,040	\$1,441,182	\$1,396,446	\$1,399,707
Number of staff	17	16	15	16	16
<u>Output:</u>					
Number of public meetings scheduled	112	125	136	110	100
<u>Efficiency:</u>					
Amount of staff dollars spent per meeting	\$15,000	\$13,116	\$11,529	\$13,964	\$14,734
<u>Service Quality:</u>					
Number of meetings held in comparison to number of meetings scheduled	112 scheduled and 99 held	125 scheduled and 112 held	136 scheduled and 125 held	110 scheduled and 100 held	100 scheduled and 95 held
<u>Outcome:</u>					
Percentage of meetings that were successfully held	88%	90%	92%	91%	95%

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated/expended	\$1,485,002	\$1,469,040	\$1,441,182	\$1,396,446	\$1,399,707
Number of staff	17	16	15	16	16
<u>Output:</u>					
Number of written inquiries/requests for information	1,304	1,304	1,540	1,200	1,350
<u>Efficiency:</u>					
Amount of staff dollars spent per inquiry/request	\$1,139	\$1,127	\$936	\$1,164	\$1,037
<u>Service Quality:</u>					
Average number of days to respond to each inquiry/request	1 day	1 day	1 day	1 day	1 day
<u>Outcome:</u>					
Percent of inquiries/requests responded to within the 5 day goal	98%	99%	99%	98%	98%

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

PLANNING AND ZONING
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 the 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 '14 - '15 GOALS:

TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,747,934	1,721,383	1,667,160	1,639,868	1,639,868
20 CONTRACTUAL SERVICES	25,258	21,770	32,525	31,025	31,025
30 SUPPLIES & MATERIALS	10,750	11,466	12,300	12,300	12,300
40 BUSINESS AND TRAVEL	5,965	7,194	7,450	7,450	7,450
50 CAPITAL OUTLAY	0	95	1,830	0	0
GRAND TOTAL	<u>1,789,907</u>	<u>1,761,908</u>	<u>1,721,265</u>	<u>1,690,643</u>	<u>1,690,643</u>

FUNDING SOURCE:

11 GENERAL	<u>1,789,907</u>	<u>1,761,908</u>	<u>1,721,265</u>	<u>1,690,643</u>	<u>1,690,643</u>

PLANNING AND ZONING
Current Planning
Index #063000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,667,160	1,639,868	(27,292)	<u>PERSONAL SERVICES</u> Reclassification of a vacant Planner III position to a Zoning Enforcement Coordinator resulted in the reduction of funding appropriation offset slightly for the anticipated health coverage cost increase
32,525	31,025	(1,500)	<u>CONTRACTUAL SERVICES</u> Funding for cell tower reviews and shredding services decrease based on actual expense history
1,830	0	(1,830)	<u>CAPITAL OUTLAY</u> Reduced for the FY 14 one-time purchase of three (3) iPads for use with the Ener-Gov program

DIVISION STAFF SUMMARY

Current Planning

Index #063000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	72,648	2.00	75,554	1.00	40,485
Administrative Assistant II	0.00	0	0.00	0	1.00	37,300 A
Clerk Typist	1.00	36,048	1.00	30,480	1.00	30,480
Permits Clerk	1.00	31,787	1.00	33,059	1.00	33,059
Permits Review Supervisor	1.00	63,000	1.00	65,520	1.00	65,520
Planner I	1.00	39,900	1.00	39,900	0.00	0
Planner II	2.00	95,238	2.00	99,048	3.00	144,552 B
Planner III	3.00	257,800	3.00	268,111	2.00	161,112
Planning Assistant I	2.00	33,100	1.00	41,879	1.00	41,879
Planning Assistant II	6.00	295,506	6.00	307,325	6.00	307,325
Zoning Enforcement Coordinator	0.00	0	0.00	0	1.00	75,372 C
Zoning Inspector II	3.00	156,335	3.00	162,588	3.00	162,588
SALARY TOTAL	22.00	1,081,362	21.00	1,123,464	21.00	1,099,672
OTHER PERSONAL SERVICES						
Pension		97,323		112,346		109,967
Workers' Compensation		15,999		18,018		13,908
Health Benefits		314,891		306,192		311,528
PEHP		0		18,255		17,728
FICA		82,725		85,945		84,125
Miscellaneous		2,940		2,940		2,940
TOTAL OTHER PERSONAL SERVICES		513,878		543,696		540,196
TOTAL PERSONAL SERVICES	22.00	1,595,240 *	21.00	1,667,160	21.00	1,639,868

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant I position upgraded to Administrative Assistant II - #0177

B - One (1) Planner I position upgraded to Planner II - #2374

C - One (1) vacant Planner III position reclassified and filled as a Zoning Enforcement Coordinator - #0192

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated/expended	\$1,715,843	\$1,747,934	\$1,721,383	\$1,667,160	\$1,639,868
Number of staff	22	22	21	21	21
<u>Output:</u>					
Number of new zoning inspection cases	1,071	1,047	1,095	1,100	1,100
Number of written requests for information*	315	245	319	250	275
<u>Efficiency:</u>					
Amount of staff dollars spent per zoning inspection case	\$1,602	\$1,669	\$1,572	\$1,516	\$1,491
Amount of staff dollars spent per informational item request	\$5,447	\$7,134	\$5,396	\$6,669	\$5,963
<u>Service Quality:</u>					
Average number of days to respond to each zoning case	4 days	3 days	5 days	3 days	4 days
Average number of days to respond to each informational request	3 days	4 days	4 days	3 days	4 days
<u>Outcome:</u>					
Percent of zoning inspection cases that receive a response within the target time	92%	88%	80%	90%	90%
Percent of written inquiries and/or requests for information that are fulfilled within the 30 day requirement	99%	98%	98%	98%	98%

*NOTE: Decrease in number of written requests for information is because Zoning Enforcement is no longer tracking general information requests and is concentrating on enforcement cases.

Explanation and Analysis of Performance Measures

By tracking the number of working days required to perform initial inspection of property after receiving inquiry/complaint, and the number of working days to respond to requests for information in Current Planning, we maintain an efficient process. (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

PLANNING AND ZONING
Agricultural Preservation - County
Index #064270

ORIGIN/PURPOSE:

The Maryland General Assembly enacted House Bill No. 1481, effective July 1, 1992, authorizing the Harford County Council to impose a Transfer Tax. Subsequently, the County Council enacted Bill No. 93-3 to add new Article IV, Transfer Tax, to Chapter 123, Finance and Taxation, of the Harford County Code which imposes a 1% Transfer Tax on any instruments of writing that convey title to, or a leasehold interest in, real property, effective July 1, 1993. The proceeds are to be distributed 50% to the County Agricultural Land Preservation Program and 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 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 Advisory Board.

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

All easement purchases are handled through an Installment Purchase Agreement (IPA) between the County and the seller. The agreement includes the total amount of money that the County has agreed to pay, and sets the terms of that agreement, including the fixed interest rate on which the landowner will receive annual payments. An IPA may be up to 30 years in length with interest and a small portion of the principal being paid annually. At the end of the term of the IPA, the landowner will receive a lump sum payment constituting the remainder of the principal. This final payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

As of July 2014, the County has acquired 47,825 acres of farmland through County and State Agricultural Programs along with donated easements.

PLANNING AND ZONING Agricultural Preservation - County Index #064270

ALL FUND SUMMARY:

AUDITED	AUDITED	ORIGINAL	EXECUTIVE	ENACTED
FY 12	FY 13	BUDGET	PROPOSED	FY 15
		FY 14	FY 15	

SUMMARY BY CHARACTER:

10 PERSONAL SERVICES	86,147	79,474	81,614	82,451	82,451
20 CONTRACTUAL SERVICES	0	0	0	350	350
30 SUPPLIES & MATERIALS	0	0	0	1,650	1,650
40 BUSINESS & TRAVEL	0	0	0	850	850
50 CAPITAL	7,156,127	2,112,585	0	4,500,000	4,500,000
70 MISCELLANEOUS	144,228	248,721	771,210	300,000	300,000
GRAND TOTAL	7,386,502	2,440,780	852,824	4,885,301	4,885,301

FUNDING SOURCE:

28 AG PRESERVATION - STATE					
	7,386,502	2,440,780	852,824	4,885,301	4,885,301

PLANNING AND ZONING Agricultural Preservation - County Index #064270

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
81,614	82,451	837	<u>PERSONAL SERVICES</u> Increase is the result of health benefit adjustments
0	350	350	<u>CONTRACTUAL SERVICES</u> Catering services for Ag promotion previously budgeted in Agricultural Preservation - State
0	1,650	1,650	<u>SUPPLIES & MATERIALS</u> Office supplies, printing, delivery costs, mailing and miscellaneous expenses moved here from Agricultural Preservation - State
0	850	850	<u>BUSINESS & TRAVEL</u> Mileage, parking/tolls, meals, and training seminars/meeting expenses moved here from Agricultural Preservation - State
0	4,500,000	4,500,000	<u>CAPITAL OUTLAY</u> Estimated purchases of Ag Preservation intangibles in FY 15
771,210	300,000	(471,210)	<u>MISCELLANEOUS:</u> Estimated purchase of land under the State Program anticipated to be less in FY 15

DIVISION STAFF SUMMARY
Planning and Zoning - Ag Preservation - County
Index #064270

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner II	1.00	47,838	1.00	49,752	1.00	49,752
SALARY TOTAL	<u>1.00</u>	<u>47,838</u>	<u>1.00</u>	<u>49,752</u>	<u>1.00</u>	<u>49,752</u>
OTHER PERSONAL SERVICES						
Pension		4,305		4,975		4,975
Workers' Compensation		1,287		1,323		1,323
Health Benefits		18,185		17,054		18,023
PEHP		0		4,564		4,432
FICA		3,660		3,806		3,806
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		<u>27,577</u>		<u>31,862</u>		<u>32,699</u>
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>75,415 *</u>	<u>1.00</u>	<u>81,614</u>	<u>1.00</u>	<u>82,451</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PLANNING AND ZONING
Agricultural Preservation - State
Index #064280

ORIGIN/PURPOSE:

The Maryland Agricultural Land Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. Farmland was also intended to 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 1) a portion of the State's Property Transfer Tax, which is assessed on all real property transfers, 2) local subdivision matching funds for easement purchases, and 3) a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax. These funds are then shared in the following manner:

- o Counties without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF and retain one-third for agricultural preservation purposes.
- o Counties without a Certified Local Agricultural Land Preservation Program may retain 75% of Agricultural Tax collected for preservation purposes, and are required to remit only 25% to the Foundation.

As of July 2014, the County has acquired 47,825 acres of farmland through the County and State Agricultural Preservation Program along with donated easements.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
20 CONTRACTUAL SERVICES	0	0	350	0	0
30 SUPPLIES & MATERIALS	774	1,369	1,650	0	0
40 BUSINESS AND TRAVEL	121	377	850	0	0
70 MISCELLANEOUS	1,372	14,257	47,150	20,000	20,000
GRAND TOTAL	32,267	46,003	80,000	50,000	50,000

FUNDING SOURCE:

28 AG PRESERVATION - STATE	32,267	46,003	80,000	50,000	50,000

PLANNING AND ZONING Agricultural Preservation - State Index #064280

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,650	0	(1,650)	<u>SUPPLIES & MATERIALS</u> Funding for operating expenses such as office supplies, printing, delivery/mailing costs and miscellaneous supplies and materials budgeted in Agricultural Preservation - County in FY 15 as administrative costs cannot exceed \$30,000
850	0	(850)	<u>BUSINESS & TRAVEL</u> Funding for mileage, parking/tolls, meals and training seminars budgeted in Agricultural Preservation - County in FY 15 as administrative costs cannot exceed \$30,000
47,150	20,000	(27,150)	<u>MISCELLANEOUS</u> Agricultural Land Preservation - decreases for match available for easement purchases the Maryland Agricultural Land Preservation Foundation (MALPF) will make on the County's behalf

DIVISION STAFF SUMMARY
Planning and Zoning - Ag Preservation - State
Index #064280

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner III	<u> </u>	<u>30,000</u>	<u> </u>	<u>30,000</u>	<u> </u>	<u>30,000</u>
SALARY TOTAL	<u>0.00</u>	<u>30,000 *</u>	<u>0.00</u>	<u>30,000</u>	<u>0.00</u>	<u>30,000</u>

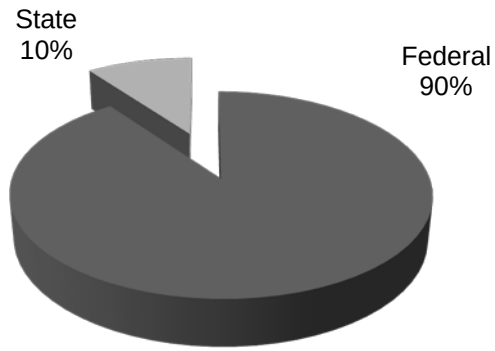
*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

FY15 Anticipated Grant Award Dollars

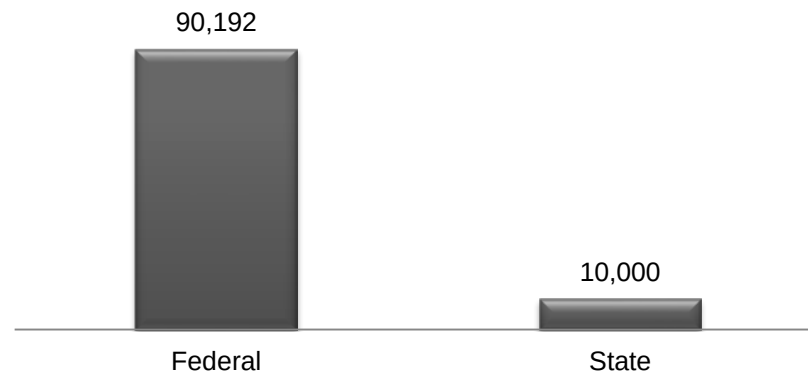
(July 1, 2014 to June 30, 2015)

DEPARTMENT OF PLANNING & ZONING

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars \$100,192*



of Anticipated Grant Awards: 2

Federal	1
State	1

Requested County Match \$22,548

*Does not include County Match or Capital Projects

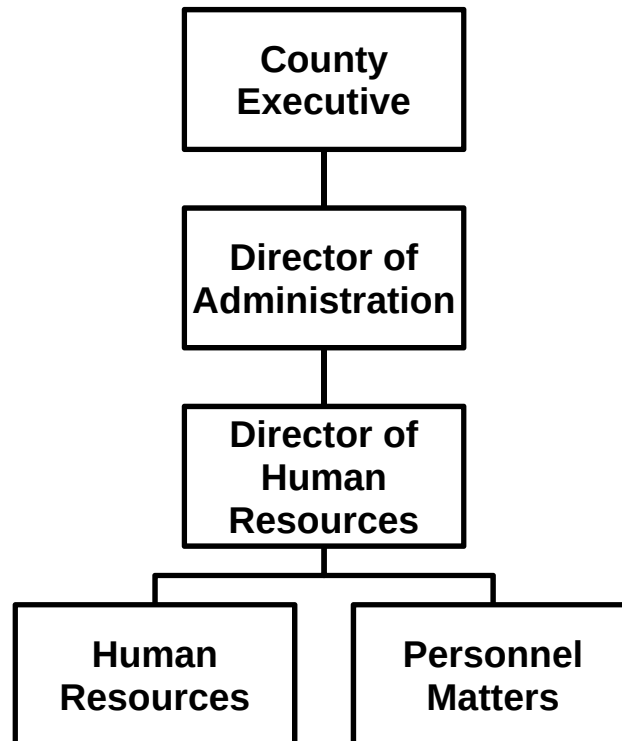
Federal grant funds will support the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. State funding will support staff in implementing the Harford County Chesapeake Bay Critical Area Management Program.

Department of Planning & Zoning - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
United Transportation Work Program	This grant supports the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. Work activities include everything from preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region.	\$90,192			\$22,548	7/1/14 - 6/30/15	Recurring
Critical Area Management Program	This grant supports staff in implementing the Harford County Chesapeake Bay Critical Area Management Program. The grant contributes to the salary of one or more full time budget funded employees and sometimes includes the cost of printing, postage, etc.		\$10,000			7/1/14-6/30/15	Recurring
TOTALS		\$90,192	\$10,000		\$22,548		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH	\$100,192	1	1				



Susquehanna River

DEPARTMENT OF HUMAN RESOURCES



HUMAN RESOURCES

ORIGIN/PURPOSE:

The Department of Human Resources was originally formed under Harford County Charter, Article IV, Section 402 (amended by Bill No. 88 - 35) and Sections 601 - 607 as the Office of Personnel. Bill No. 91 - 37 changed the name to more accurately reflect the duties and responsibilities of the department.

The department is divided into four vital areas of responsibility: Recruitment and Selection; Employee Benefits; Wellness and Training; Classification, Compensation and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations are also responsibilities of the department.

MISSION STATEMENT:

PROMOTE A POSITIVE ATTITUDE WITHIN THE WORKFORCE THROUGH COMMUNICATION AND EDUCATION OF POLICIES, PROCEDURES AND PROGRAMS WITH SUPPORT, EQUALITY, TRUST AND RESPECT

FY 2014 - FY 2015 GOALS:

TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES

TO EDUCATE, MAINTAIN AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE

TO PRESERVE THE HEALTH AND WELL BEING OF HARFORD COUNTY EMPLOYEES BY PROMOTING WELLNESS

HUMAN RESOURCES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,217,012	2,264,579	1,574,347	3,043,811	3,043,811
20 CONTRACTUAL SERVICES	157,789	199,447	182,184	199,884	199,884
30 SUPPLIES AND MATERIALS	5,918	4,655	6,450	6,450	6,450
40 BUSINESS AND TRAVEL	14,675	22,737	19,150	19,150	19,150
70 MISCELLANEOUS	5,539	10,067	7,000	11,745	11,745
GRAND TOTAL	3,400,933	2,501,485	1,789,131	3,281,040	3,281,040

FUNDING SOURCE:

11 GENERAL	2,775,846	1,968,955	1,306,026	2,714,487	2,714,487
25 HIGHWAYS	396,890	261,157	283,199	317,343	317,343
51 WATER AND SEWER OPERATING	228,197	271,373	199,906	249,210	249,210
GRAND TOTAL	3,400,933	2,501,485	1,789,131	3,281,040	3,281,040

SUMMARY BY DIVISION:

GENERAL FUND

082000 HUMAN RESOURCES	888,238	765,134	753,250	729,443	729,443
084110 GENERAL - PERSONNEL MATTERS	1,887,608	1,203,821	552,776	1,985,044	1,985,044

HIGHWAYS FUND

084250 HIGHWAYS - PERSONNEL MATTERS	396,890	261,157	283,199	317,343	317,343

WATER AND SEWER FUND

084510 WATER & SEWER - PERSONNEL MATTER	228,197	271,373	199,906	249,210	249,210
GRAND TOTAL	3,400,933	2,501,485	1,789,131	3,281,040	3,281,040

HUMAN RESOURCES

GENERAL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,650,738	1,837,394	1,164,742	2,574,358	2,574,358
20 CONTRACTUAL SERVICES	101,724	99,424	115,684	109,784	109,784
30 SUPPLIES AND MATERIALS	5,918	4,655	6,450	6,450	6,450
40 BUSINESS AND TRAVEL	14,675	22,737	19,150	19,150	19,150
70 MISCELLANEOUS	2,791	4,745	0	4,745	4,745
GRAND TOTAL	2,775,846	1,968,955	1,306,026	2,714,487	2,714,487
11 GENERAL	2,775,846	1,968,955	1,306,026	2,714,487	2,714,487
GRAND TOTAL	2,775,846	1,968,955	1,306,026	2,714,487	2,714,487
<u>SUMMARY BY DIVISION:</u>					
<u>GENERAL FUND</u>					
082000 HUMAN RESOURCES	888,238	765,134	753,250	729,443	729,443
084110 GENERAL - PERSONNEL MATTERS	1,887,608	1,203,821	552,776	1,985,044	1,985,044
GRAND TOTAL	2,775,846	1,968,955	1,306,026	2,714,487	2,714,487

HUMAN RESOURCES
Director of Human Resources
Index #082000

ORIGIN/PURPOSE:

The mission of the Department of Human Resources is to identify, develop, recruit and retain the talent necessary for the various departments of Harford County to achieve their strategic plans; to promote a positive attitude within the workforce through communication and education of policies, procedures and programs with support, equality, trust and respect; and to accomplish these goals in the most efficient manner.

FY 2014 - FY 2015 GOALS:

TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ENSURE THE RETENTION OF EMPLOYEES

TO EDUCATE, MAINTAIN AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE

TO PRESERVE THE HEALTH AND WELL BEING OF HARFORD COUNTY EMPLOYEES BY PROMOTING WELLNESS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	858,409	737,267	719,350	698,843	698,843
20 CONTRACTUAL SERVICES	19,937	14,659	22,300	19,000	19,000
30 SUPPLIES AND MATERIALS	5,918	4,655	6,450	6,450	6,450
40 BUSINESS AND TRAVEL	3,974	8,553	5,150	5,150	5,150
GRAND TOTAL	888,238	765,134	753,250	729,443	729,443

FUNDING SOURCE:

11 GENERAL	888,238	765,134	753,250	729,443	729,443

HUMAN RESOURCES Director of Human Resources Index #082000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
719,350	698,843	(20,507)	<u>PERSONAL SERVICES</u> Decrease is the net result of not funding the Deputy Director position for first half of FY 15 and reducing the temporary funding for a receptionist, offset due to staff turnover, health benefits increase and PEHP (Post Employment Health Plan) adjustments
22,300	19,000	(3,300)	<u>CONTRACTUAL SERVICES</u> Decrease is the result of telephone service reduced based on actuals and scanner maintenance transferred to Information and Communication Technology (ICT)

DEPARTMENT STAFF SUMMARY
HUMAN RESOURCES
Index # 082000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	56,136	1.00	58,381	1.00	58,381
Clerk Typist	1.00	34,595	0.00	0	0.00	0
Deputy Director of Human Resources	1.00	92,923	1.00	96,640	1.00	115,000
Director, Human Resources	1.00	110,933	1.00	115,370	1.00	119,000
Human Resources Analyst	1.00	55,206	0.00	0	0.00	0
Human Resources Manager	1.00	71,009	1.00	73,850	1.00	73,850
Human Resources Specialist	3.00	128,888	1.00	50,365	1.00	50,365
Human Resources Technician	0.00	0	1.00	33,100	1.00	33,100
Senior Human Resources Analyst	0.00	0	1.00	60,285	1.00	60,285
FULL-TIME SALARIES	9.00	549,690	7.00	487,991	7.00	509,981
SALARY OFFSET		0		0		(57,500) A
TOTAL FULL-TIME SALARIES	9.00	549,690	7.00	487,991	7.00	452,481
TEMPORARY SALARIES		0		50,000		24,000 B
SALARY TOTAL	9.00	549,690	7.00	537,991	7.00	476,481
OTHER PERSONAL SERVICES						
Pension & Retirement		49,472		48,799		53,398
Workers' Compensation		1,264		2,587		2,693
Health Benefits		112,208		78,813		111,129
PEHP		0		9,127		13,296
FICA		41,795		41,053		40,726
Miscellaneous		1,260		980		1,120
TOTAL OTHER PERSONAL SERVICES		205,999		181,359		222,362
TOTAL PERSONAL SERVICES	9.00	755,689 *	7.00	719,350	7.00	698,843

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Deputy Director position offset for 1/2 year due to lower revenue estimates for FY 15 - # 0198

B - Temporary Salaries provide for a Receptionist

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$10,800*	\$13,000	\$27,132**	\$13,000	\$5,000
Number of staff	3	3	3	4	3
<u>Output:</u>					
Number of employment applications processed	4,720	5,682	7,841	6,786	8,000
Number of position postings	110	92	80	96	100
Number of employees hired	111	154	131	133	150
Percent of minority applicants hired	14%	11%	16%	15%	15%
<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	21%	23%	16%	23%	25%
<u>Outcome:</u>					
Percent of employees who complete probationary period	94%	95%	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.

(*Includes \$8,000 for NEOGOV program; **Includes purchase of NEOGOV modules \$18,700.)

Funding for FY 15 has been reduced based on the economy.

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$0	\$0	\$0	\$0	\$0
Number of staff	1	1	2	2	2
Amount spent on preventive services	\$0	\$0	\$0	\$0	\$0
Amount spent on wellness fairs and promotions	\$0	\$0	0*	0*	\$0
<u>Output:</u>					
Number of wellness fairs, including on-site visitations	10	11	1	11	1
<u>Service Quality:</u>					
Percent of employees reached via promotions & services	39%	45%	20%	20%	20%
Percent of employees/retirees participating in wellness fairs	20%	20%	20%	20%	20%
<u>Outcome:</u>					
Benefits preserved with no reduction in service	Yes	Yes	Yes	Yes	Yes
Percent of increase in health care benefit costs	5%	7%	0%	7%	4%

Explanation and Analysis of Performance Measures

Due to the state of the economy, our wellness budget was greatly reduced.

*In 2013 & 2014 wellness was paid through a fund maintained by CareFirst.

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 2011	Actual 2012	Actual 2013	Budget 2014*	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$20,000	\$14,000	\$14,184	\$14,000	\$14,000
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of management classes scheduled	1	1	1	0	0
Number of computer skills classes scheduled	2	4	8	0	10
<u>Efficiency:</u>					
Distributed cost of management courses	\$0	\$980	\$4,037	\$1,000	\$0
Distributed cost of Human Resource courses	\$0	\$0	\$0	\$0	\$1,000
Distributed cost of computer skills courses	\$0	\$0	\$0	\$0	\$1,000
<u>Service Quality:</u>					
Number of management classes cancelled	0	0	0	n/a	n/a
Number of computer skills classes cancelled	0	0	0	n/a	0
<u>Outcome:</u>					
Number of employees attending management classes	0	27	35	0	0
Number of employees attending Human Resource classes	1,220	0	0	0	1,230
Number of employees attending computer classes	35	112	62	0	100

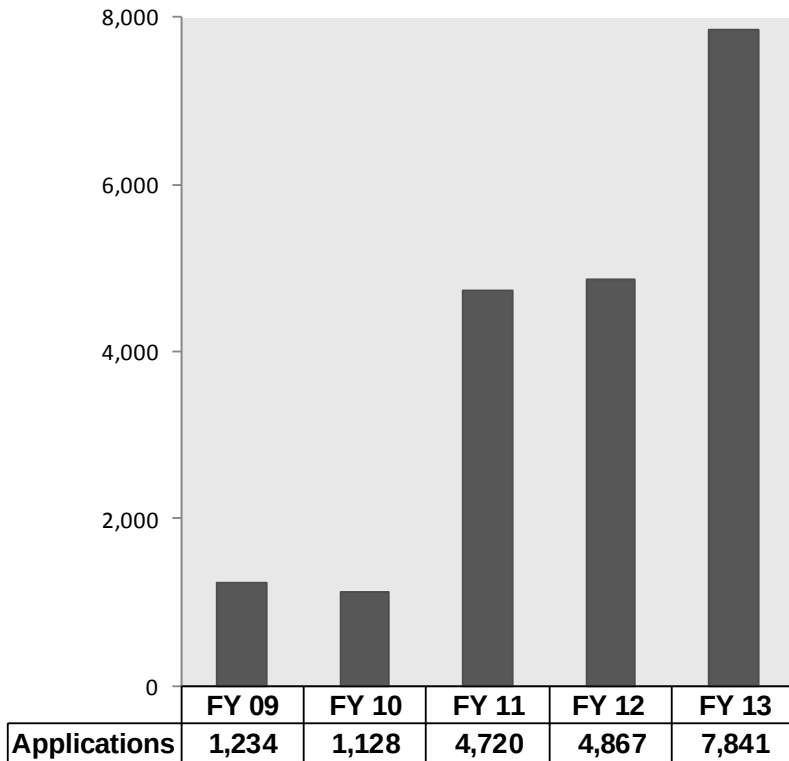
Explanation and Analysis of Performance Measures

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 multiple Microsoft Office packages (2003, 2007, 2010).

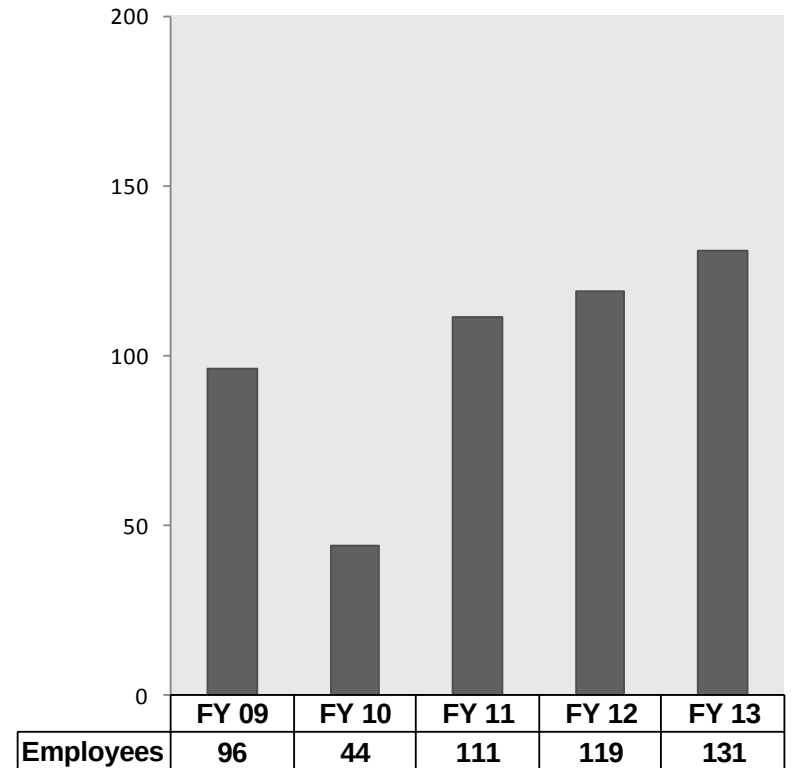
* No class's held during FY 14, hope to resume in FY 15

Department of Human Resources

Applications Processed



Employees Hired



HUMAN RESOURCES Personnel Matters Index #084110, 084250, 084510

ORIGIN/PURPOSE:

The Personnel Matters accounts were established to provide unified management control of those areas of employee services which are budgeted within and charged to each fund, yet provide and approved by the Department of Human Resources. Combining these accounts allows for more accurate budgeting, tighter control of expenditures and centralization of information and reporting.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,358,603	1,527,312	854,997	2,344,968	2,344,968
20 CONTRACTUAL SERVICES	137,852	184,788	159,884	180,884	180,884
40 BUSINESS AND TRAVEL	10,701	14,184	14,000	14,000	14,000
70 MISCELLANEOUS	5,539	10,067	7,000	11,745	11,745
GRAND TOTAL	2,512,695	1,736,351	1,035,881	2,551,597	2,551,597

FUNDING SOURCE:

11 GENERAL	1,887,608	1,203,821	552,776	1,985,044	1,985,044
25 HIGHWAYS	396,890	261,157	283,199	317,343	317,343
51 WATER AND SEWER OPERATING	228,197	271,373	199,906	249,210	249,210
GRAND TOTAL	2,512,695	1,736,351	1,035,881	2,551,597	2,551,597

SUMMARY BY DIVISION:

084110 GENERAL - PERSONNEL MATTERS	1,887,608	1,203,821	552,776	1,985,044	1,985,044
084250 HIGHWAYS - PERSONNEL MATTERS	396,890	261,157	283,199	317,343	317,343
084510 WATER & SEWER - PERSONNEL MATTERS	228,197	271,373	199,906	249,210	249,210
GRAND TOTAL	2,512,695	1,736,351	1,035,881	2,551,597	2,551,597

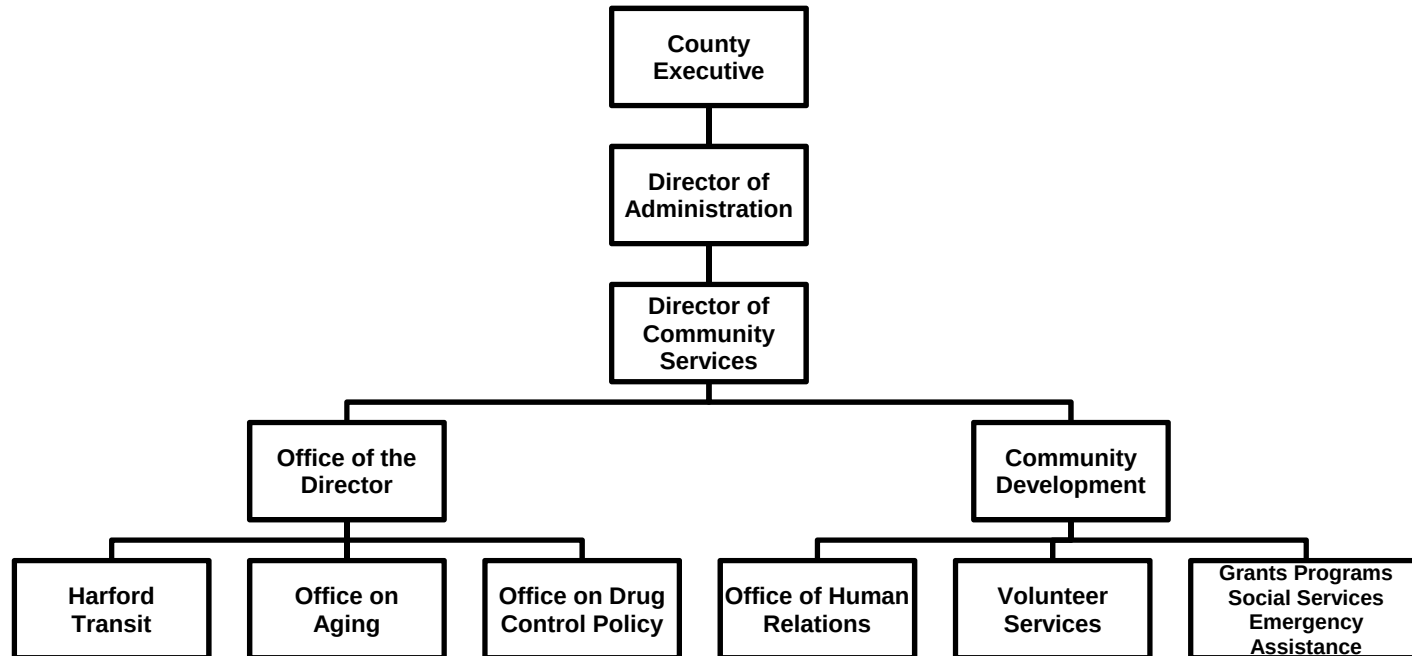
HUMAN RESOURCES Personnel Matters Index #084110, 084250, 084510					
GENERAL FUND PERSONNEL MATTERS INDEX # 084110	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
1102 Special Pays For anticipated retirement leave payouts	1,677,857	808,725	413,741	1,510,000	1,510,000
1355 PEHP (Post Employment Health Plan)	0	218,055	0	250,000	250,000
1602 Social Security	114,472	73,347	31,651	115,515	115,515
2401 Personnel/Recruitment	1,751	13,566	7,500	3,500	3,500
2601 Medical Services	45,258	45,205	53,384	53,384	53,384
2602 Legal Services	3,805	3,873	2,500	3,900	3,900
2603 Management Services Wellness program and consultant for health benefits	30,973	22,121	30,000	30,000	30,000
4702 In-House Training	10,701	14,184	14,000	14,000	14,000
7703 Service Awards	2,791	4,745	0	4,745	4,745
TOTAL INDEX	1,887,608	1,203,821	552,776	1,985,044	1,985,044

HUMAN RESOURCES Personnel Matters Index #084110, 084250, 084510					
HIGHWAYS FUND PERSONNEL MATTERS INDEX # 084250	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
1102 Special Pays For anticipated retirement leave payouts	346,866	215,419	242,637	245,000	245,000
1355 PEHP (Post Employment Health Plan)	0	268	0	25,000	25,000
1602 Social Security	25,510	14,124	18,562	18,743	18,743
2401 Personnel/Recruitment	131	6,783	2,500	500	500
2601 Medical Services	7,191	10,533	11,000	13,000	13,000
2602 Legal Services	430	375	1,000	600	600
2603 Management Services Wellness program and consultant for health benefits	15,388	10,994	4,000	11,000	11,000
7703 Service Awards	1,374	2,661	3,500	3,500	3,500
TOTAL INDEX	396,890	261,157	283,199	317,343	317,343

HUMAN RESOURCES Personnel Matters Index #084110, 084250, 084510					
WATER & SEWER FUND PERSONNEL MATTERS INDEX # 084510	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
1102 Special Pays For anticipated retirement leave payouts	181,493	191,171	137,860	140,000	140,000
1355 PEHP (Post Employment Health Plan)	0	335	0	30,000	30,000
1602 Social Security	12,405	5,868	10,546	10,710	10,710
2401 Personnel/Recruitment	131	6,783	3,000	1,000	1,000
2601 Medical Services	17,051	52,908	40,000	52,000	52,000
2602 Legal Services	355	653	1,000	1,000	1,000
2603 Management Services Wellness program and consultant for health benefits	15,388	10,994	4,000	11,000	11,000
7703 Service Awards	1,374	2,661	3,500	3,500	3,500
TOTAL INDEX	228,197	271,373	199,906	249,210	249,210

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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; Drug Court Treatment Programs; and the Cultural Arts Board.

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 provisions 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 2014 - FY 2015 GOALS:

TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY AND ITS NEGATIVE PERSONAL AND ECONOMIC IMPACT ON HARFORD COUNTY FAMILIES

TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS

TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE

TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

TO ENHANCE THE ABILITY OF HARFORD COUNTY ARTS AND CULTURAL ORGANIZATIONS SERVING OUR CITIZENS

COMMUNITY SERVICES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,606,543	3,763,076	3,945,053	3,914,938	3,914,938
20 CONTRACTUAL SERVICES	302,445	292,472	344,999	331,015	331,015
30 SUPPLIES AND MATERIALS	41,205	31,957	36,925	36,575	36,575
40 BUSINESS AND TRAVEL	126,839	81,526	288,149	197,399	197,399
50 CAPITAL OUTLAY	201	216	0	0	0
70 MISCELLANEOUS	2,813,965	2,779,211	3,261,640	3,464,051	3,464,051
80 INTER-GOVERNMENTAL/INTERFUND	208	306	260	410	410
GRAND TOTAL	<u>6,891,406</u>	<u>6,948,764</u>	<u>7,877,026</u>	<u>7,944,388</u>	<u>7,944,388</u>
<u>SUMMARY BY FUND:</u>					
11 GENERAL	<u>6,891,406</u>	<u>6,948,764</u>	<u>7,877,026</u>	<u>7,944,388</u>	<u>7,944,388</u>
GRAND TOTAL	<u>6,891,406</u>	<u>6,948,764</u>	<u>7,877,026</u>	<u>7,944,388</u>	<u>7,944,388</u>
<u>SUMMARY BY DIVISION:</u>					
091000 DIRECTOR OF COMMUNITY SVCS	612,804	633,366	745,253	718,194	718,194
094000 OFFICE OF DRUG CONTROL POLICY	979,257	961,016	1,020,168	1,013,861	1,013,861
095000 COMMUNITY DEVELOPMENT	1,528,725	1,495,421	1,510,812	1,479,499	1,479,499
096300 EMERGENCY ASSISTANCE	168,590	166,869	160,684	161,421	161,421
097100 OFFICE ON AGING	1,513,214	1,745,785	1,747,944	1,862,412	1,862,412
097200 HARFORD TRANSIT	<u>2,088,816</u>	<u>1,946,307</u>	<u>2,692,165</u>	<u>2,709,001</u>	<u>2,709,001</u>
GRAND TOTAL	<u>6,891,406</u>	<u>6,948,764</u>	<u>7,877,026</u>	<u>7,944,388</u>	<u>7,944,388</u>
SUMMARY OF GRANT BUDGETS					<u>2,095,174</u>

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
3,945,053	3,914,938	(30,115)	<u>PERSONAL SERVICES</u> decrease (\$30,115) A permanent full-time Administrative Budget Technician II position was created from the abolishment of a permanent part-time Cultural Arts Board Coordinator and offset 48% with Community Development Block Grant (CDBG) funding. The cost of the permanent position was further reduced by the elimination of a temporary Community Development Coordinator position. The salary offset for an Administrator previously charged to grants is now funded 100% with operating funds. Staff turnover resulted in adjustments for salary, pension, PEHP (Post Employment Health Plan) as well as the partial salary offset of a Long-Term Care Coordinator to a grant and a reduction in overtime for Harford Transit bus driver in an effort to reduce costs.
344,999	331,015	(13,984)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of a funding increase for driver tablet fees for the new Automatic Vehicle Locator (AVL) system, advertising for the Drug Take Back Program, and additional janitorial services at the Harford Transit facility offset by the FY 14 one-time expense for carpeting, tile and flooring upgrades at Harford Transit and uniform rental costs based on actual expense history
36,925	36,575	(350)	<u>SUPPLIES AND MATERIALS</u> Additional funding is provided for items purchased in support of Drug Prevention awareness (pencils, water bottles, buttons, etc.) and other miscellaneous items based on actual expense history is offset slightly by less funding for commercial printing and food supplies for various group meetings in an effort to reduce costs in FY 15

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
288,149	197,399	(90,750)	<u>BUSINESS AND TRAVEL</u> Vehicle maintenance and fuel costs are reduced based on actual expense history as well as meals, lodging and membership fees in an effort to reduce costs
3,261,640	3,464,051	202,411	<u>MISCELLANEOUS</u> Provision of health care benefits to grant employees now eligible to receive health benefits per the Affordable Care Act, and in turn, inclusion in Post Employment Health Plan (PEHP) benefits, represents most of the increase at \$123,430. The net increase for grant matches is \$78,676 due to anticipated grant award requirements or a reduction in grant allocations requiring additional appropriations to maintain some of the services of the program that would be lost as a result of reduced grant funding.

**DEPARTMENT STAFF SUMMARY
COMMUNITY SERVICES**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician I	1.00	48,896	1.00	37,300	1.00	39,900
Accounting Technician II	0.00	0	1.00	52,378	1.00	52,378
Administrative Assistant I	4.00	170,341	3.00	125,847	3.00	125,847
Administrative Assistant II	2.00	82,856	2.00	86,171	2.00	86,171
Administrative Budget Technician I	1.00	39,900	0.00	0	1.00	39,900
Administrative Budget Technician II	1.00	66,544	1.00	69,206	1.00	51,514
Administrative Secretary III	1.00	64,420	1.00	66,995	1.00	50,000
Administrative Specialist I	2.00	125,390	3.00	184,280	3.00	184,280
Administrative Specialist II	3.00	182,633	2.00	135,801	2.00	135,801
Administrator	3.00	240,870	4.00	317,377	4.00	317,377
Client Advocacy Services Assistant Manager	1.00	52,811	1.00	54,924	1.00	54,924
Client Advocacy Services Manager	2.00	144,556	2.00	150,338	2.00	150,338
Communications Specialist I	2.00	71,576	2.00	74,439	1.00	36,123
Communications Specialist II	1.00	43,825	1.00	45,578	2.00	85,043
Coordinator for Disabilities	1.00	61,895	1.00	48,000	1.00	48,000
Deputy Director of Community Services	1.00	90,000	1.00	93,600	1.00	98,280
Director of Community Services	1.00	110,933	1.00	115,370	1.00	115,370
Grants Specialist II	0.00	0	1.00	39,900	1.00	39,900
Housing Services Coordinator	1.00	70,306	1.00	73,118	1.00	73,118
Housing Services Counselor	1.00	61,895	1.00	64,371	1.00	64,371
Human Relations Manager	1.00	65,000	1.00	67,600	1.00	67,600
Juvenile Drug Court Coordinator	1.00	58,880	1.00	61,235	1.00	61,235
Long Term Care Coordinator	1.00	51,851	1.00	53,925	1.00	53,925
Manager, Harford Transit	2.00	125,043	1.00	70,720	1.00	70,720
Manager, Senior Center Division	1.00	60,000	1.00	62,400	1.00	62,400

**DEPARTMENT STAFF SUMMARY
COMMUNITY SERVICES**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner I	1.00	60,000	1.00	62,400	1.00	62,400
Senior Center Specialist	2.00	104,069	2.00	108,231	2.00	108,231
FULL-TIME SALARIES	38.00	2,254,490	38.00	2,321,504	39.00	2,335,146
SALARY OFFSET		0		(33,436)		(34,227)
TOTAL FULL-TIME SALARIES	38.00	2,254,490	38.00	2,288,068	39.00	2,300,919
PART-TIME SALARIES						
Cultural Arts Board Coordinator	0.00	0	1.00	53,292	0.50	24,960
TOTAL PART-TIME SALARIES	0.00	0	1.00	53,292	0.50	24,960
TEMPORARY SALARIES		348,347		422,510		397,673
SALARY TOTAL	38.00	2,602,837	39.00	2,763,870	39.50	2,723,552
OTHER PERSONAL SERVICES						
Pension		225,060		265,760		262,679
Workers' Compensation		26,143		23,396		21,270
Health Benefits		544,947		597,381		607,955
PEHP		0		55,494		70,912
Overtime		20,000		20,000		12,186
FICA		199,609		212,860		210,008
Miscellaneous		5,931		6,292		6,376
TOTAL OTHER PERSONAL SERVICES		1,021,690		1,181,183		1,191,386
TOTAL PERSONAL SERVICES	38.00	3,624,527 *	39.00	3,945,053	39.50	3,914,938

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COMMUNITY SERVICES
Director of Community Services
Index #091000

ORIGIN/PURPOSE:

The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department of Community Services 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; Drug Court Treatment Programs; and the Cultural Arts Board.

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 provisions for our citizens.

FY '2014 - '2015 GOAL:

TO ENHANCE THE ABILITY OF HARFORD COUNTY ARTS AND CULTURAL ORGANIZATIONS SERVING OUR CITIZENS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	553,244	562,926	645,506	624,275	624,275
20 CONTRACTUAL SERVICES	40,000	40,690	48,733	44,900	44,900
30 SUPPLIES AND MATERIALS	11,053	4,891	6,400	4,450	4,450
40 BUSINESS AND TRAVEL	3,947	2,274	3,874	2,524	2,524
70 MISCELLANEOUS	4,500	22,500	40,680	41,985	41,985
80 INTER-GOVERNMENTAL/INTERFUND	60	85	60	60	60
GRAND TOTAL	612,804	633,366	745,253	718,194	718,194

FUNDING SOURCE:

11 GENERAL	612,804	633,366	745,253	718,194	718,194

COMMUNITY SERVICES Director of Community Services Index #091000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
645,506	624,275	(21,231)	<u>PERSONAL SERVICES</u> Staff turnover resulted in most of the savings in Personal Services. In addition, a vacant permanent Cultural Arts Board Coordinator was abolished and filled with a temporary employee resulting in the further savings.
48,733	44,900	(3,833)	<u>CONTRACTUAL SERVICES</u> Advertising, consultant/interpreter services, Cultural Arts Board functions and software maintenance decrease in an effort to reduce costs
6,400	4,450	(1,950)	<u>SUPPLIES & MATERIALS</u> Commercial printing and food supplies for various group meetings decrease in an effort to reduce costs in FY 15
3,874	2,524	(1,350)	<u>BUSINESS & TRAVEL</u> Travel expenses for meals and lodging decrease in an effort to reduce costs
40,680	41,985	1,305	<u>MISCELLANEOUS</u> Additional funds are in support of the Mediation Program Coordinator's salary and benefits which are not fully covered under the Mediation grant funded by the State. Total support for the Mediation Grant is \$26,985 and \$15,000 for the Cultural Arts Board .

DIVISION STAFF SUMMARY
Director of Community Services
Index #091000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	52,312	1.00	54,404	1.00	54,404
Administrative Secretary III	1.00	64,420	1.00	66,995	1.00	50,000
Administrative Specialist I	1.00	52,939	1.00	55,057	1.00	55,057
Deputy Director of Community Services	1.00	90,000	1.00	93,600	1.00	98,280
Director of Community Services	1.00	110,933	1.00	115,370	1.00	115,370
TOTAL FULL-TIME SALARIES	5.00	370,604	5.00	385,426	5.00	373,111
PART-TIME SALARIES						
Cultural Arts Board Coordinator	0.00	0	1.00	53,292	0.50	24,960
TOTAL PART-TIME SALARIES	0.00	0	1.00	53,292	0.50	24,960
TEMPORARY SALARIES		6,251		6,501		31,461 A
SALARY TOTAL	5.00	376,855	6.00	445,219	5.50	429,532
OTHER PERSONAL SERVICES						
Pension & Retirement		33,917		44,522		42,953
Workers' Compensation		5,795		6,087		6,107
Health Benefits		92,560		105,476		98,409
PEHP		0		9,127		13,296
FICA		28,573		33,955		32,858
Miscellaneous		700		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		161,545		200,287		194,743
TOTAL PERSONAL SERVICES	5.00	538,400 *	6.00	645,506	5.50	624,275

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) part-time vacant Cultural Arts Board Coordinator position abolished and made temporary - #3025

COMMUNITY SERVICES - DIRECTOR COMMUNITY SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To enhance the ability of Harford County arts and cultural organizations serving our citizens

Department Objective

To wisely allocate tax dollars to support and encourage the attainment of the highest artistic excellence in all arts disciplines in the County

County Goal(s) Supported

III. Efficient County Government

VI. Quality Living

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Marketing programs in support of arts organizations	N/A	N/A	50	50	66
Funds from Grants (State and County)	N/A	N/A	105,822	117,340	117,340
<u>Output:</u>					
Number of grants awarded	N/A	N/A	48	50	52
Number of organizations supported thru television, radio, programs, festivals and exhibitions	N/A	N/A	200	210	220
<u>Efficiency:</u>					
Cultural Arts - Supported Events	N/A	N/A	48	50	52
Cultural Arts - Artists Supported	N/A	N/A	4,600	4,614	4,800
<u>Service Quality:</u>					
Results of participant surveys	N/A	N/A	Excellent	Excellent	Excellent
Progress reports filed with funder(s)	N/A	N/A	2	2	3
<u>Outcome:</u>					
Funds generated by match from CAD grants	N/A	N/A	40,360	133,000	55,000
Audience Participation	N/A	N/A	124,500	124,500	130,000

Explanation and Analysis of Performance Measures

The Harford County Cultural Arts Board became a part of the Department of Community Services in July 2013. Measures were selected based on grant reporting requirements. The Harford County Cultural Arts Board's (HCCB) vision is "Preserve, enhance and promote the culture of Harford County. HCCB offers grants for local organizations and sponsors workshops and promotional events. For the benefit of the entire Harford County community, the Cultural Arts Board produces a calendar of events, radio show "Artbeat", and quarterly newsletter.

COMMUNITY SERVICES
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 community 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 '2014 - '2015 GOAL:

TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY AND ITS NEGATIVE PERSONAL AND ECONOMIC IMPACT ON HARFORD COUNTY FAMILIES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	595,817	574,803	571,168	560,261	560,261
20 CONTRACTUAL SERVICES	110,817	115,255	125,200	128,250	128,250
30 SUPPLIES AND MATERIALS	14,017	14,805	13,250	15,900	15,900
40 BUSINESS AND TRAVEL	21,639	22,075	18,550	19,550	19,550
70 MISCELLANEOUS	236,819	234,078	291,800	289,800	289,800
80 INTER-GOVERNMENTAL/INTERFUND	148	0	200	100	100
GRAND TOTAL	979,257	961,016	1,020,168	1,013,861	1,013,861

FUNDING SOURCE:

11 GENERAL	979,257	961,016	1,020,168	1,013,861	1,013,861

COMMUNITY SERVICES
Office of Drug Control Policy
Index #094000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
571,168	560,261	(10,907)	<u>PERSONAL SERVICES</u> Decrease is primarily the result of health benefits adjustments
125,200	128,250	3,050	<u>CONTRACTUAL SERVICES</u> Advertising increase for Drug Take Back events, etc. based on actual expense history
13,250	15,900	2,650	<u>SUPPLIES & MATERIALS</u> Additional funding is provided for items purchased in support of Drug Prevention awareness (pencils, water bottles, buttons, etc.) and other miscellaneous items based on actual expense history
18,550	19,550	1,000	<u>BUSINESS & TRAVEL</u> Transportation Costs increase for cab fare for Juvenile Drug Court clients based on actual expense history
291,800	289,800	(2,000)	<u>MISCELLANEOUS</u> The Highway Safety Commission Initiative (\$55,000) which is not funded in FY 15 offsets the transfer of Anti-Crime/Drug Initiative funding in the amount of \$60,000, previously appropriated in the County Executive's budget in FY 14. Although the DUI Grant (Driving Under Influence Offender Program) does not require a cash match of \$22,000 in FY 15, the County will continue to support this Program with funding in the amount of \$15,000.

DIVISION STAFF SUMMARY
Office of Drug Control Policy
Index #094000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	49,334	0.00	0	0.00	0
Administrative Specialist I	0.00	0	1.00	53,874	1.00	53,874
Administrator	1.00	85,314	1.00	88,727	1.00	88,727
Juvenile Drug Court Coordinator	1.00	58,880	1.00	61,235	1.00	61,235
TOTAL FULL-TIME SALARIES	3.00	193,528	3.00	203,836	3.00	203,836
TEMPORARY SALARIES		170,731		211,689		211,689
SALARY TOTAL	3.00	364,259	3.00	415,525	3.00	415,525
OTHER PERSONAL SERVICES						
Pension		28,985		37,163		37,164
Workers' Compensation		2,544		469		469
Health Benefits		62,612		80,856		70,080
PEHP		0		4,564		4,432
FICA		27,866		31,787		31,787
Miscellaneous		909		804		804
TOTAL OTHER PERSONAL SERVICES		122,916		155,643		144,736
TOTAL PERSONAL SERVICES	3.00	487,175 *	3.00	571,168	3.00	560,261

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF COMMUNITY SERVICES - OFFICE OF DRUG CONTROL

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To reduce substance abuse in Harford County and its negative personal and economic impact on Harford County families.

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Substance Abuse Programs	171	202	206	200	195
Funds from Grants	\$721,505	\$472,028	\$550,408	\$500,000	\$500,000
Number of grants applied for	15	9	9	9	9
<u>Output:</u>					
Number of participants	15,870	19,007	13,340	20,000	15,000
Progress reports related to grants	68	60	60	60	60
Number of grants awarded	15	9	9	9	9
<u>Efficiency:</u>					
Number of grants renewed	15	9	9	9	9
<u>Service Quality:</u>					
Results of:					
Participant Surveys	Excellent	Excellent	Excellent	Excellent	Excellent
Progress Reports	68	60	60	60	60
<u>Outcome:</u>					
Reduction of 12th graders using marijuana & binge drinking	4.7%	4.7%	0.0%	1.0%	0.0%
Number of drug/alcohol overdoses	30	38	39	40	35

Explanation and Analysis of Performance Measures

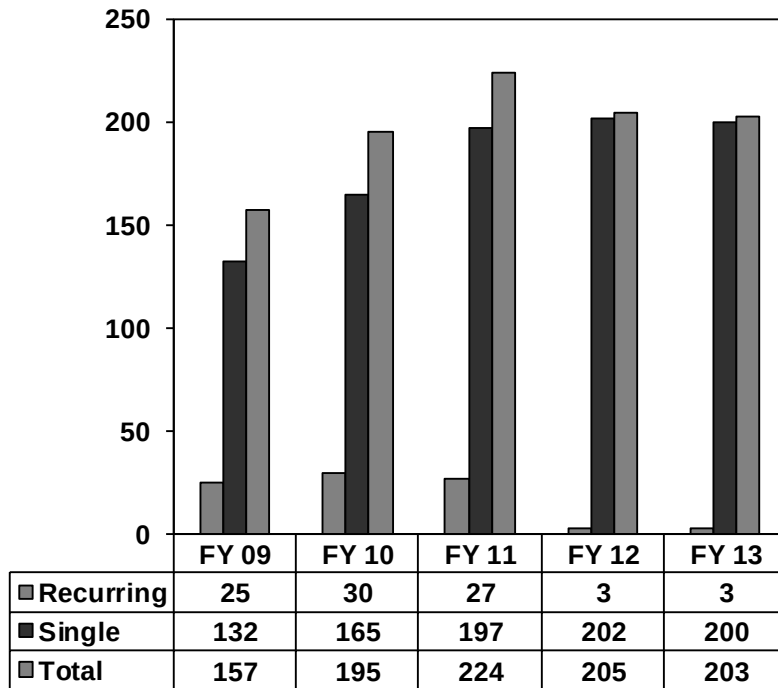
The Maryland Adolescent Survey reflects alcohol and drug use among Harford County youth. This will be compared to the State average. The number of participants in treatment and the number of deaths related to drugs and alcohol will be tracked and compared to previous years statistics. The increase in drug overdose deaths is due to prescription drug overdoses.

Major Related Plans and Policies

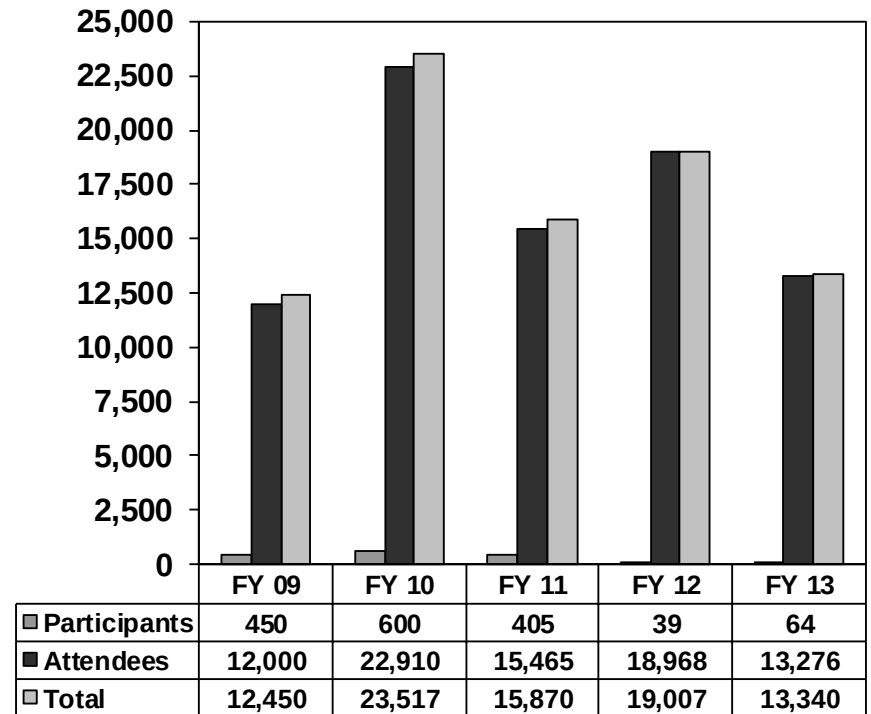
Use Federal Drug Free Grants, Drug Court Grants, and State Public Safety Grants to enhance public safety.

Community Services Office of Drug Control Policy

Programs



People Served



COMMUNITY SERVICES
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 grants 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 '2014 - '2015 GOAL:

TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	563,277	523,962	547,380	601,762	601,762
20 CONTRACTUAL SERVICES	4,509	1,421	2,000	1,400	1,400
30 SUPPLIES AND MATERIALS	4,564	1,304	1,850	1,100	1,100
40 BUSINESS AND TRAVEL	585	2,831	2,500	1,500	1,500
70 MISCELLANEOUS	955,790	965,903	957,082	873,737	873,737
GRAND TOTAL	<u>1,528,725</u>	<u>1,495,421</u>	<u>1,510,812</u>	<u>1,479,499</u>	<u>1,479,499</u>

FUNDING SOURCE:

11 GENERAL	<u>1,528,725</u>	<u>1,495,421</u>	<u>1,510,812</u>	<u>1,479,499</u>	<u>1,479,499</u>

COMMUNITY SERVICES Community Development Index #095000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
547,380	601,762	54,382	<u>PERSONAL SERVICES</u> In FY 14, 50% of the Administrator's salary/benefits were offset to grants. In FY 15, the position is funded 100% with operating funds. A permanent full-time Administrative Budget Technician II was created during FY 14. Salaries/benefits are offset 48% with Community Development Block Grant (CDBG) funding. Funding for a temporary Community Development Coordinator was eliminated to further offset the costs of the Administrative Budget Technician II position.
2,000	1,400	(600)	<u>CONTRACTUAL SERVICES</u> Telephone expenses decrease based on actual expense history
1,850	1,100	(750)	<u>SUPPLIES & MATERIALS</u> Office supplies and commercial printing expenses are reduced in an effort to reduce costs
2,500	1,500	(1,000)	<u>BUSINESS & TRAVEL</u> Meal funding for training/seminars/meetings reduced in an effort to reduce costs
957,082	873,737	(83,345)	<u>MISCELLANEOUS</u> Support for Crisis Assistance is reduced (\$5,000), and Other Post Employment Benefits (OPEB) funding for grants that cannot support this expense decrease (\$11,000) based on actual expense history. Grant matches decrease (\$67,345). There was no overall change in funding for Grant-in-Aid to local non-profits. The total awarded for these competitive grant funds remained at \$694,518.

DIVISION STAFF SUMMARY
Community Development
Index #095000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Budget Technician II	0.00	0	0.00	0	1.00	51,514 A
Administrative Specialist II	2.00	112,055	1.00	62,400	1.00	62,400
Administrator	0.00	0	1.00	66,872	1.00	66,872 B
Coordinator for Disabilities	1.00	61,895	1.00	48,000	1.00	48,000
Housing Services Coordinator	1.00	70,306	1.00	73,118	1.00	73,118
Human Relations Manager	1.00	65,000	1.00	67,600	1.00	67,600
FULL-TIME SALARIES	<u>5.00</u>	<u>309,256</u>	<u>5.00</u>	<u>317,990</u>	<u>6.00</u>	<u>369,504</u>
SALARY OFFSET	<u></u>	<u>0</u>	<u></u>	<u>(33,436)</u>	<u></u>	<u>(24,727)</u>
TOTAL FULL-TIME SALARIES	5.00	309,256	5.00	284,554	6.00	344,777
TEMPORARY SALARIES	<u></u>	<u>46,945</u>	<u></u>	<u>87,455</u>	<u></u>	<u>66,848 C</u>
SALARY TOTAL	<u><u>5.00</u></u>	<u><u>356,201</u></u>	<u><u>5.00</u></u>	<u><u>372,009</u></u>	<u><u>6.00</u></u>	<u><u>411,625</u></u>

DIVISION STAFF SUMMARY
Community Development
Index #095000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		32,058		37,200		41,162
Workers' Compensation		2,187		2,248		2,309
Health Benefits		78,751		92,176		96,497
PEHP		0		14,421		17,728
FICA		26,468		28,458		31,489
Miscellaneous		822		868		952
TOTAL OTHER PERSONAL SERVICES		140,286		175,371		190,137
TOTAL PERSONAL SERVICES	5.00	496,487 *	5.00	547,380	6.00	601,762

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Administrative Budget Technician II position created from the abolishment of a part-time Cultural Arts Board Coordinator in 091000; position is offset 48% @ \$24,727 with grant funding - #3025.

B - One (1) Administrator position fully funded in FY 15, position was offset 50% in FY 14 @ \$33,436 to grants - #3584

C - Temporary salaries reduced for a Community Development Coordinator position

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Community Service Programs	80	78	76	75	75
Funds from Grants	\$8,937,933	\$5,045,000	\$5,308,000	\$6,000,000	\$5,800,000
<u>Output:</u>					
Activities sponsored/co-sponsored	89	95	96	100	98
Organizations and projects served	265	308	299	265	263
Number of programs funded	100	92	88	79	80
Progress reports submitted to federal and state agencies	86	86	80	76	78
<u>Efficiency:</u>					
Outside funds leveraged	\$3,000,000	\$3,500,000	\$3,100,000	\$3,000,000	\$3,000,000
Leveraged partnerships	50	53	52	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	12,000	16,000	14,000	12,000	13,000
Participants of County funded human service programs	50,000	45,000	48,000	50,000	49,000

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 our funded services throughout the year. The Department of Community Services, through the Community Division, was successful in leveraging additional financial resources in FY 2013 due to multiple projects, such as the Ripken Youth Development Park and various affordable housing projects across the County. These projects leveraged state tax credits and/or private funding.

Major Related Plans and Policies

Harford County Consolidated Plan, U.S. Census Data, Continuum of Care Plan, Freezing Weather and Encampment Policies

COMMUNITY SERVICES
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 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	96,891	95,446	88,985	89,722	89,722
70 MISCELLANEOUS	<u>71,699</u>	<u>71,423</u>	<u>71,699</u>	<u>71,699</u>	<u>71,699</u>
GRAND TOTAL	<u>168,590</u>	<u>166,869</u>	<u>160,684</u>	<u>161,421</u>	<u>161,421</u>

FUNDING SOURCE:

11 GENERAL	<u>168,590</u>	<u>166,869</u>	<u>160,684</u>	<u>161,421</u>	<u>161,421</u>

COMMUNITY SERVICES Emergency Assistance Index #096300

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
88,985	89,722	737	<u>PERSONAL SERVICES</u> Increase due to health benefit adjustments

DIVISION STAFF SUMMARY
Emergency Assistance
Index #096300

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Housing Services Counselor	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>64,371</u>	<u>1.00</u>	<u>64,371</u>
SALARY TOTAL	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>64,371</u>	<u>1.00</u>	<u>64,371</u>
OTHER PERSONAL SERVICES						
Pension		5,571		6,437		6,437
Workers' Compensation		142		148		148
Health Benefits		14,609		12,965		13,702
FICA		4,735		4,924		4,924
Miscellaneous		<u>140</u>		<u>140</u>		<u>140</u>
TOTAL OTHER PERSONAL SERVICES		<u>25,197</u>		<u>24,614</u>		<u>25,351</u>
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>87,092 *</u>	<u>1.00</u>	<u>88,985</u>	<u>1.00</u>	<u>89,722</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COMMUNITY SERVICES
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 '2014 - '2015 GOAL:

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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,104,528	1,324,393	1,259,039	1,237,639	1,237,639
20 CONTRACTUAL SERVICES	58,670	58,885	69,061	60,670	60,670
30 SUPPLIES AND MATERIALS	9,077	9,571	9,375	9,075	9,075
40 BUSINESS AND TRAVEL	7,663	8,100	7,950	8,850	8,850
70 MISCELLANEOUS	333,276	344,615	402,519	545,928	545,928
80 INTER-GOVERNMENTAL/INTERFUND	0	221	0	250	250
GRAND TOTAL	<u>1,513,214</u>	<u>1,745,785</u>	<u>1,747,944</u>	<u>1,862,412</u>	<u>1,862,412</u>

FUNDING SOURCE:

11 GENERAL	<u>1,513,214</u>	<u>1,745,785</u>	<u>1,747,944</u>	<u>1,862,412</u>	<u>1,862,412</u>

COMMUNITY SERVICES
Office on Aging
Index #097100

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,259,039	1,237,639	(21,400)	<u>PERSONAL SERVICES</u> Reduction of funding is net result of staff turnover, and partial offset of a Long-Term Coordinator's salary to a grant in an effort to reduce costs, offset by health benefit adjustments
69,061	60,670	(8,391)	<u>CONTRACTUAL SERVICES</u> Partial costs of office equipment service and telephone costs will be charged to grants in an effort to reduce costs
7,950	8,850	900	<u>BUSINESS & TRAVEL</u> Funding for County vehicle maintenance and fuel charges increase based on actual expense history
402,519	545,928	143,409	<u>MISCELLANEOUS</u> Provision of health care benefits to grant employees now eligible to receive health benefits per the Affordable Care Act, and in turn, inclusion in Post Employment Health Plan (PEHP) benefits, represents most of the increase at \$123,430. The net increase for grant matches is \$24,979 due to anticipated grant award requirements or a reduction in federal grant allocations requiring additional appropriations to maintain some of the services of the program that would be lost as a result of reduced grant funding.

DIVISION STAFF SUMMARY

Office on Aging

Index #097100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	68,695	2.00	71,443	2.00	71,443
Administrative Assistant II	1.00	40,096	1.00	41,700	1.00	41,700
Administrative Budget Technician I	0.00	0	0.00	0	1.00	39,900 A
Administrative Budget Technician II	1.00	66,544	1.00	69,206	0.00	0
Administrative Specialist I	1.00	72,451	1.00	75,349	1.00	75,349
Administrative Specialist II	1.00	70,578	1.00	73,401	1.00	73,401
Administrator	1.00	70,556	1.00	73,378	1.00	73,378
Client Advocacy Services Assistant Manager	1.00	52,811	1.00	54,924	1.00	54,924
Client Advocacy Services Manager	2.00	144,556	2.00	150,338	2.00	150,338
Long Term Care Coordinator	1.00	51,851	1.00	53,925	1.00	53,925
Manager, Senior Center Division	1.00	60,000	1.00	62,400	1.00	62,400
Planner I	1.00	60,000	1.00	62,400	1.00	62,400
Senior Center Specialist	2.00	104,069	2.00	108,231	2.00	108,231
FULL-TIME SALARIES	15.00	862,207	15.00	896,695	15.00	867,389
SALARY OFFSET		0		0		(9,500) B
SALARY TOTAL	15.00	862,207	15.00	896,695	15.00	857,889

DIVISION STAFF SUMMARY

Office on Aging

Index #097100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		72,199		83,430		80,499
Workers' Compensation		9,257		9,535		9,468
Health Benefits		194,951		189,555		208,032
PEHP		0		9,127		13,296
FICA		65,959		68,597		66,355
Miscellaneous		2,100		2,100		2,100
TOTAL OTHER PERSONAL SERVICES		344,466		362,344		379,750
TOTAL PERSONAL SERVICES	15.00	1,206,673 *	15.00	1,259,039	15.00	1,237,639

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Budget Technician II budgeted as an Administrative Budget Technician I - #0212

B - Salary Offset represents salary costs that can be charged to grants

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Service categories provided per the Older Americans Act	14	14	14	14	14
Funds from grants utilized	\$1,416,498	\$1,504,477	\$1,417,204	\$1,527,211	\$1,440,757
Senior centers operated	6	6	6	6	6
<u>Output:</u>					
Total meals financed by Office on Aging Funds	66,689	59,100	49,288	63,754	63,654
Number of responses to requests for senior services	16,394	16,271	15,987	16,024	16,275
<u>Efficiency:</u>					
Average response time (in working days) to requests for information	2.0	2.5	2.5	2.5	2.8
Percent of congregate meals ordered served to participants	90%	89%	87%	90%	90%
<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	90.86%	90.80%	89.78%	91.00%	89.50%

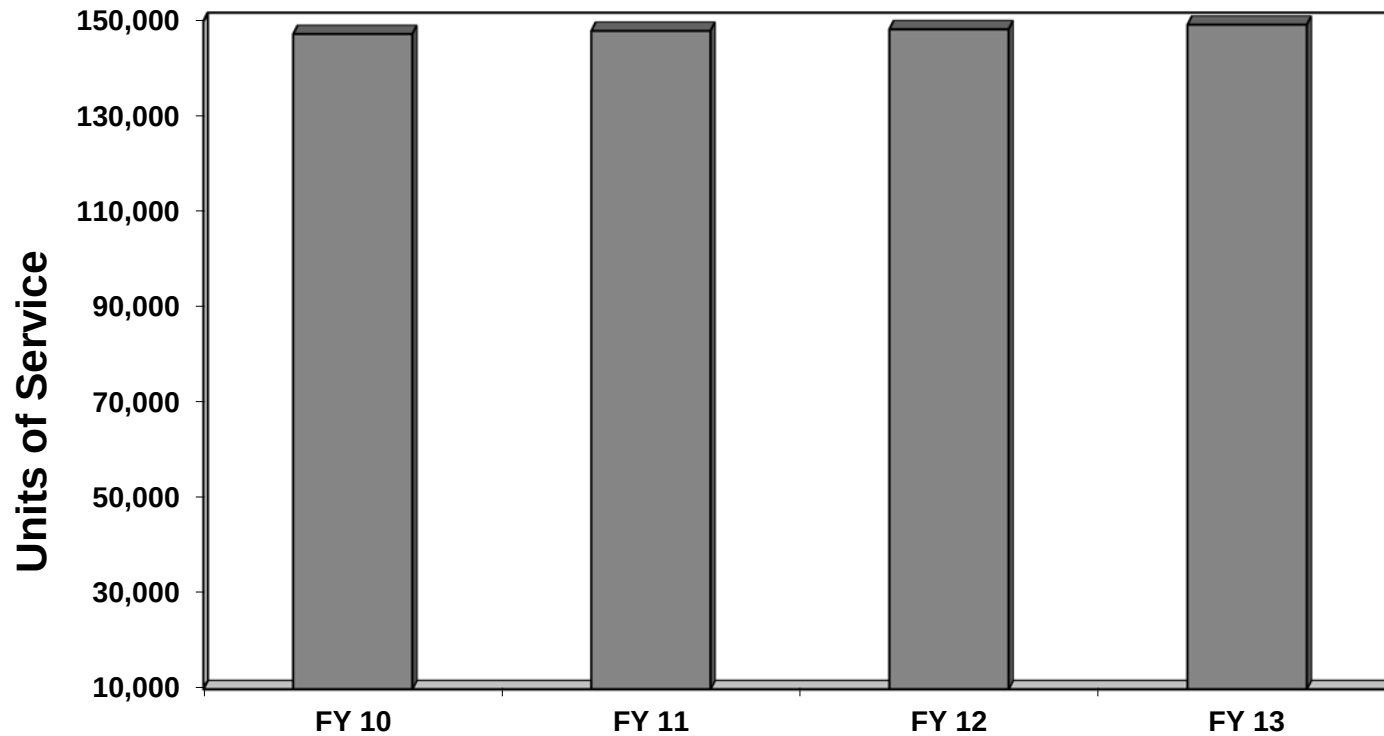
Explanation and Analysis of Performance Measures

The number of elderly continues to expand rapidly with an additional 17,000 Harford County residents turning 60 between 2010 and 2015. 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. In addition, new state mandates and requirements for assessment and documentation will continue to push wait times for follow up to client calls beyond the current wait of 2.5 days.

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**



COMMUNITY SERVICES
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 '2014 - '2015 GOAL:

TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	692,786	681,546	832,975	801,279	801,279
20 CONTRACTUAL SERVICES	88,449	76,221	100,005	95,795	95,795
30 SUPPLIES AND MATERIALS	2,494	1,386	6,050	6,050	6,050
40 BUSINESS AND TRAVEL	93,005	46,246	255,275	164,975	164,975
50 CAPITAL OUTLAY	201	216	0	0	0
70 MISCELLANEOUS	<u>1,211,881</u>	<u>1,140,692</u>	<u>1,497,860</u>	<u>1,640,902</u>	<u>1,640,902</u>
GRAND TOTAL	<u><u>2,088,816</u></u>	<u><u>1,946,307</u></u>	<u><u>2,692,165</u></u>	<u><u>2,709,001</u></u>	<u><u>2,709,001</u></u>

FUNDING SOURCE:

11 GENERAL	<u><u>2,088,816</u></u>	<u><u>1,946,307</u></u>	<u><u>2,692,165</u></u>	<u><u>2,709,001</u></u>	<u><u>2,709,001</u></u>

COMMUNITY SERVICES
Harford Transit
Index #097200

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
832,975	801,279	(31,696)	<u>PERSONAL SERVICES</u> Temporary salary funding and overtime are reduced based on actual expense history offset slightly by staff turnover and health benefit adjustments
100,005	95,795	(4,210)	<u>CONTRACTUAL SERVICES</u> The FY 14 one-time expense of renovations at the Harford Transit facility is offset by an increase to accommodate the new Automatic Vehicle Locator (AVL) dispatch system (monthly fees for driver tablets). The facility also requires additional custodial services which is offset primarily by a reduction in uniform rental costs based on actual expense history.
255,275	164,975	(90,300)	<u>BUSINESS & TRAVEL</u> County vehicle repairs and fuel costs are reduced based on actual expense history and will continue to be charged to grants where applicable
1,497,860	1,640,902	143,042	<u>MISCELLANEOUS</u> Grant match requirements for Statewide Special Transportation Assistance Program (SSTAP), 5307 Operating Assistance, and Preventive Maintenance and Capital Equipment based on anticipated awards and funding requirements for the services

DIVISION STAFF SUMMARY
Harford Transit
Index #097200

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician I	1.00	48,896	1.00	37,300	1.00	39,900
Accounting Technician II	0.00	0	1.00	52,378	1.00	52,378
Administrative Assistant II	1.00	42,760	1.00	44,471	1.00	44,471
Administrative Budget Technician I	1.00	39,900	0.00	0	0.00	0
Administrator	1.00	85,000	1.00	88,400	1.00	88,400
Communication Specialist I	2.00	71,576	2.00	74,439	1.00	36,123
Communication Specialist II	1.00	43,825	1.00	45,578	2.00	85,043 A
Grants Specialist II	0.00	0	1.00	39,900	1.00	39,900
Manager, Harford Transit	2.00	125,043	1.00	70,720	1.00	70,720
TOTAL FULL-TIME SALARIES	9.00	457,000	9.00	453,186	9.00	456,935
TEMPORARY SALARIES		124,420		116,865		87,675
SALARY TOTAL	9.00	581,420	9.00	570,051	9.00	544,610
OTHER PERSONAL SERVICES						
Pension		52,330		57,008		54,464
Workers' Compensation		6,218		4,909		2,769
Health Benefits		101,464		116,353		121,235
PEHP		0		18,255		22,160
Overtime		20,000		20,000		12,186
FICA		46,008		45,139		42,595
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		227,280		262,924		256,669
TOTAL PERSONAL SERVICES	9.00	808,700 *	9.00	832,975	9.00	801,279

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Communication Specialist I position upgraded to Communication Specialist II - #3077

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Number of fixed routes	9	10	10	10	10
Number of buses	38	38	46	46	46
<u>Output:</u>					
Number of fixed route trips	16,817	25,062	25,563	26,075	26,596
Number of demand response trips	16,675	41,655	42,488	43,338	44,205
<u>Efficiency:</u>					
Percent of Maryland Transit Administration fare box recovery requirement met:					
Fixed Routes	14.5%	16.1%	15.9%	15.7%	15.8%
All Services	13.2%	15.2%	13.9%	14.2%	14.3%
<u>Service Quality:</u>					
Percent of riders elderly or disabled	22.1%	26.5%	26.5%	26.6%	26.5%
<u>Outcome:</u>					
Total number of passengers transported	317,614	355,978	361,309	363,133	368,571
Number of elderly and disabled passengers transported	70,123	94,472	95,606	96,562	97,527

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

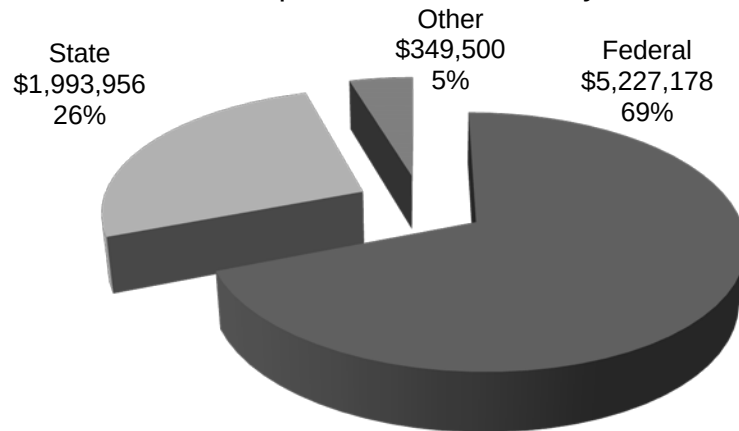
FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

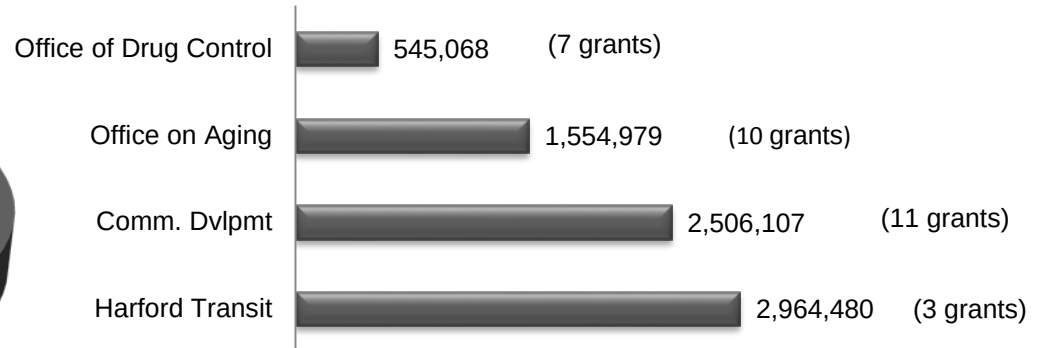
COMMUNITY SERVICES

Community Development * Office on Drug Control * Harford Transit * Office on Aging

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars \$7,570,634



Requested County Match: \$2,095,174

Community Development	\$99,274
Harford Transit	\$1,640,902
Office on Aging	\$354,998

Total Anticipated Grant Awards: 31

*Does not include County Match

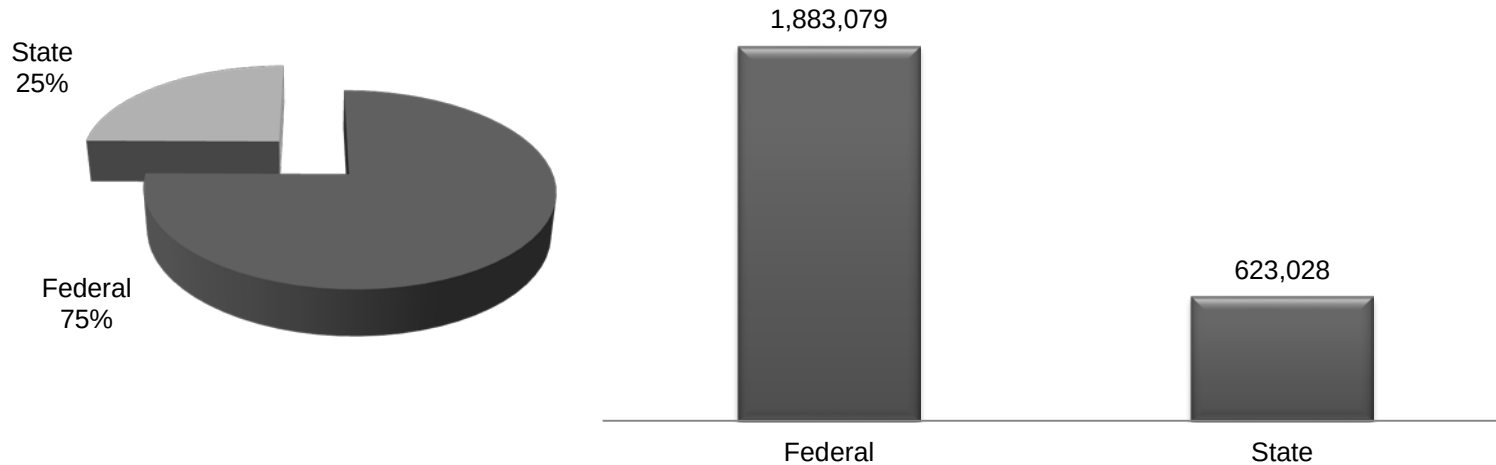
Anticipated Federal, State and Local funding flowing through these Departments provide the opportunity to provide Harford County citizens with needed public service programs. Citizens can benefit from programs such as Community Development Block Grant for projects benefitting the low-to-moderate income population in the County; Home Investment Partnership Programs; Emergency Shelter and Transitional housing services and housing for persons with AIDS. Anticipated grant funds will also provide funding for alcohol and drug prevention services, public transportation services, transportation alternatives including carpools and vanpools. Grant funds will also allow programs to promote public awareness for Medicare and Medicaid healthcare fraud, abuse; transitioning nursing home residents to the community and providing programming opportunities at senior activity centers.

FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

COMMUNITY SERVICES (Community Development)

% of Anticipated Grant Dollars by Funder Anticipated Grant Award Dollars \$2,506,107



of Anticipated Grant Awards: 11

Federal	6
State	5

Requested County Match \$99,274

*Does not include County Match or Capital Projects

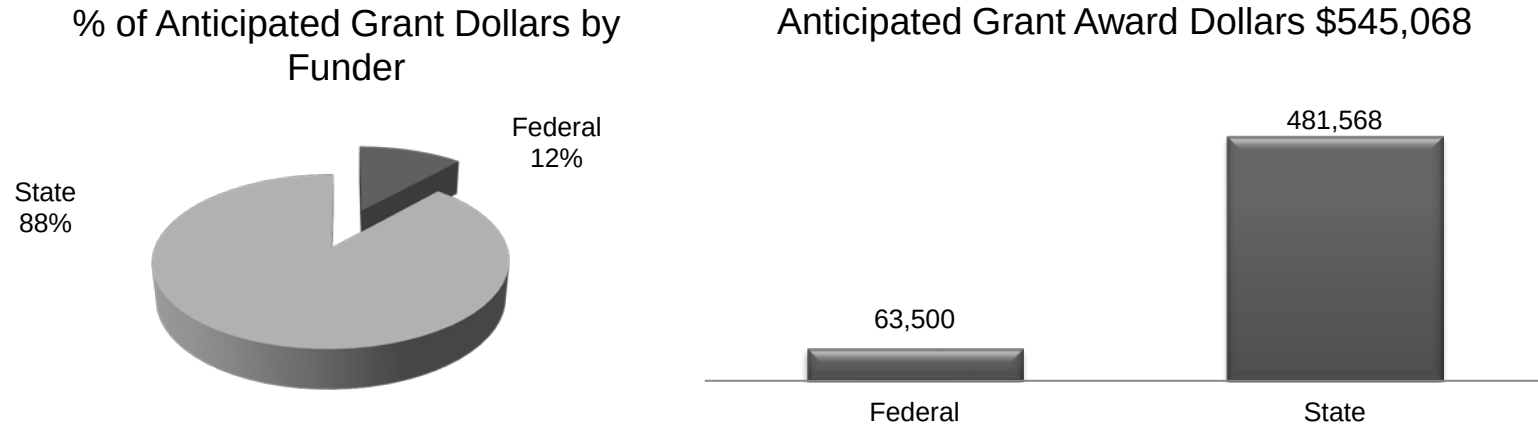
Anticipated Federal and State funding flowing through Community Development provides the citizens of Harford County with much needed public service programs. Citizens will have the opportunity to be a beneficiary of programs such as the Community Development Block Grant for projects benefitting the low-to-moderate income population in the county; Home Investment Partnership Programs where funds will be used to create more affordable housing opportunities for low income and first-time eligible homeowners; as well as a program to provide housing services for persons with AIDS.

Community Services (Community Development) - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Community Mediation	Grant provides for the support of the operational aspects of the mediation center.		\$55,000			7/1/14 - 6/30/15	Recurring
Retired and Senior Volunteer Program	Grant funds the Volunteer program along with volunteer support costs.	\$33,425			\$5,000	4/1/14 - 3/31/15	Recurring
Service-Linked Housing	Grant funds the salary of a case manager employed by Inner County Outreach.		\$17,242			7/1/14 - 6/30/15	Recurring
Homeless Women's Crisis Shelter Home Program	Grant funds the salary of a case manager employed by SARC.		\$66,944			7/1/14 - 6/30/15	Recurring
Supportive Housing Grant	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 Alliance, Inc. (\$463,459) and Faith Communities and Civic Agencies United (\$20,372).	\$529,825				10/1/14 - 9/30/15	Recurring
Community Development Block Grant	Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.	\$893,987				7/1/14 - 6/30/15	Recurring
Home Investment Partnership	Grant funds allow for the expanding the supply of decent and affordable housing in Harford County.	\$292,237			\$86,274	7/1/14 - 6/30/15	Recurring
Emergency and Transitional Housing Services (ETHS) and Homeless Prevention Program (HPP)	Grant funds assist homeless persons/families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters.		\$65,848			7/1/14 - 6/30/15	Recurring
Emergency Solutions Grant	Grant funds emergency services for homeless people, including shelter and supportive services and transitional shelters.	\$45,539			\$8,000	10/1/14 - 9/30/15	Recurring
Local Management Board	Program funding for Local Management Board		417,994			7/1/14 - 6/30/15	Recurring
RideShare	Grant funds the Ridesharing/Commuter Assistance programs in the Baltimore/Washington area.	\$88,066				7/1/14 - 6/30/15	Recurring
TOTALS		\$1,883,079	\$623,028		\$99,274		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH	\$2,506,107	6	5				

FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

COMMUNITY SERVICES (Office of Drug Control Policy)



of Anticipated Grant Awards: 7

Federal	1
State	6

Requested County Match \$0

*Does not include County Match or Capital Projects

Anticipated Federal funding will supplement the operation of a DUI Court in the District Court of Maryland serving Harford County. Anticipated State funding will provide funding for the enhancement of the Juvenile Drug Court, drug and alcohol prevention, and implementing environmental strategies for drug and alcohol prevention.

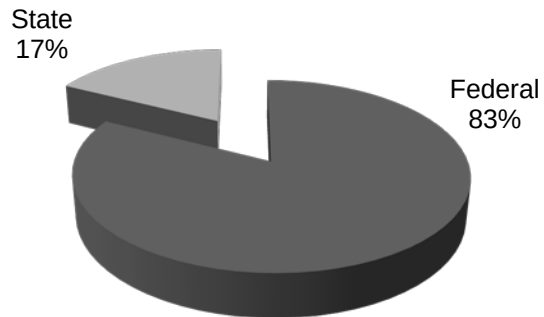
Community Services (Office of Drug Control Policy) - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
DJS-Juvenile Drug Court	Grant provides for the enhancement of the Juvenile Drug Court.		\$76,660			7/1/14 - 6/30/15	Recurring
ADAA-Prevention Services	Grant provides funding for drug and alcohol prevention.		\$101,671			7/1/14 - 6/30/15	Recurring
ADAA-Maryland Strategic Prevention Framework	Grant funds the implementation of environmental strategies for drug and alcohol prevention.		\$76,660			7/1/14 - 6/30/15	Recurring
Harford County Circuit Family Recovery - Juvenile Drug Court Program	Grant provides for the coordinator's salary, drug testing, transportation, and for case management for family recovery and juvenile drug courts.		\$110,000			7/1/14 - 6/30/15	Recurring
Harford County District Adult Drug - DUI Court Programs	Grant funds support one Assistant State's Attorney salary/fringe; drug testing and transportation for courts.		\$90,000			7/1/14 - 6/30/15	Recurring
Harford Mental Health Court Program (District Court)	Grant funds case management and transportation for clients in mental health court.		\$26,577			7/1/14 - 6/30/15	Recurring
Harford County DUI Offender Court	Grant funds supplement the operation of a DUI Court in the District Court of Maryland serving Harford County.	\$63,500			\$0	10/1/14 - 9/30/15	Recurring
TOTALS		\$63,500	\$481,568		\$0		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$545,068	1	6				

FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

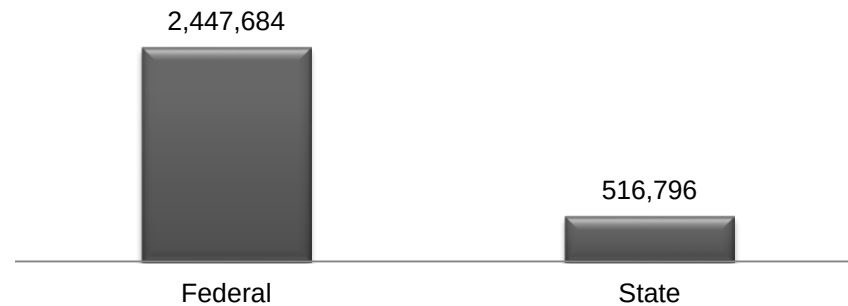
COMMUNITY SERVICES (Harford Transit)

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars

\$2,964,480*



of Anticipated Grant Awards: 3

Federal	1
Federal/State	2

Requested County Match	\$1,640,902

*Does not include County Match or Capital Projects

Harford Transit anticipates receiving Federal grants which will provide for public transportation services to the citizens of Harford County, and to provide public transportation services to disabled persons equivalent to the transportation services provided to the general public. Anticipated federal funds will provide for the purchase or replacement of vehicles, as well as to cover the cost of preventive maintenance on vehicles and other equipment.

Community Services (Harford Transit) - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
5307 Fixed Routes & ADA	To provide public transportation services to the citizens of Harford County.	\$1,458,113	\$ 414,396		\$1,008,977	7/1/15 - 6/30/16	Recurring
SSTAP Operating Assistance	To provide curb-to-curb transportation services for the elderly population & persons with disabilities.	\$170,371			\$568,425	7/1/14 - 6/30/15	Recurring
MTA Preventive Maintenance & Capital Equipment	To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.	\$819,200	\$102,400		\$63,500	7/1/14 - 6/30/17	Recurring
TOTALS		\$2,447,684	\$516,796		\$1,640,902		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$2,964,480	1					

***DOES NOT INCLUDE CAPITAL PROJECTS**

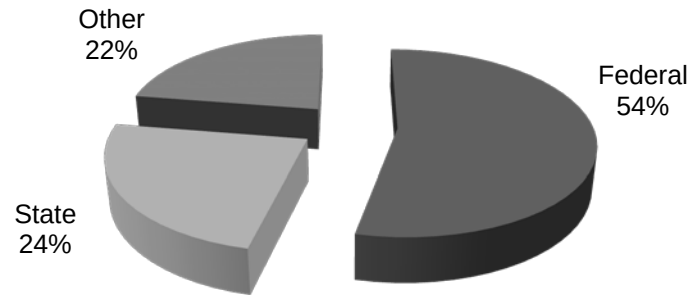
Federal/State: 2

FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

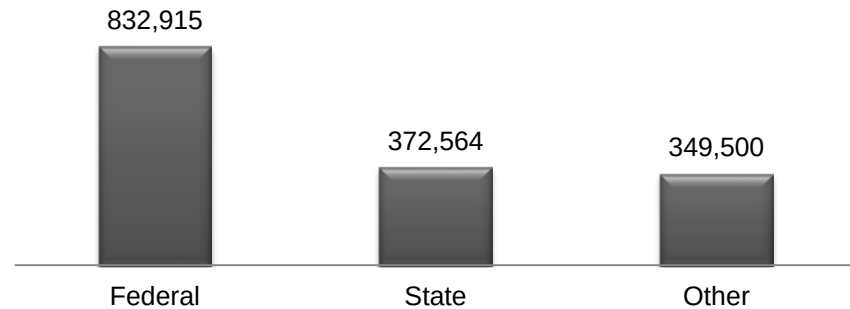
COMMUNITY SERVICES (Office on Aging)

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars

\$1,554,979*



of Anticipated Grant Awards: 10

Federal	6
State/Other	1
Other	3

Requested County Match \$354,998

*Does not include County Match or Capital Projects

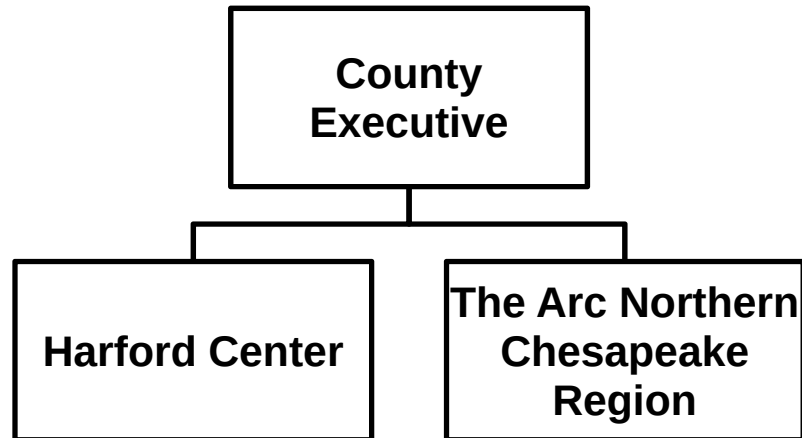
Anticipated Federal and State funding will provide support services and information for persons over the age of 60 and to those over 18 years of age with a disability. The grant will also provide very low income, disabled senior adults a choice between assisted living care, in-home care or nursing home care to enable them to remain in the community much longer before institutionalization. Other funds include collected fees, fundraising projects, donations and monies received by a non-profit.

Community Services (Office on Aging) - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Cultural Arts Program	Grant funds will provide cultural programming at senior centers.			\$2,000	\$0	7/1/14 - 6/30/15	Recurring
Money Follows the Person - Maryland Access Point	This grant provides a single point of connection to support services and information for persons over the age of 60 and to those over 18 years of age with a disability.	\$115,000				7/1/14-6/30/15	Recurring
Maryland Department of Aging Grants	These grants provide a variety of services to people over the age of 60; State Nutrition; Senior 1 & A; Senior Care; SALGHS, State Ombudsman and VEPI.		\$372,564	\$ 77,500		7/1/14 - 6/30/15	Recurring
Medicaid Waiver Admin/Case Mgmt	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.	\$85,000				7/1/14 - 6/30/15	Recurring
Money Follows the Person/Options Counseling	Grant provides funds for transitioning nursing home residents who are on Medicaid to the community; either to their home, home of a family member, or an assisted living facility of 4 or less people.	\$2,000				7/1/14 - 6/30/15	Recurring
Older Americans Act	Grant provides a variety of services to people over the age of 60. Programs include Congregate Nutrition, Home Delivered Meals, Legal Services, Senior Center operation and programs, Ombudsman, Senior Information & Assistance, In-Home Services, Health Education and Physical Fitness, and Caregiver's support and services.	\$603,629			\$336,969	10/1/14 - 9/30/15	Recurring
Senior Emergency Fund	Grant provides emergency needs for seniors not covered by sources. Typical expenditures include funding for medications, temporary assistance with utility bills, housing costs, and durable medical equipment			\$30,000		7/1/14 - 6/30/15	Recurring
Senior Classes	Grant provides optional educational and recreational classes for seniors at senior activity centers. Fees are paid to contractual instructors based on number of people registered for individual classes.			\$240,000		7/1/14 - 6/30/15	No End Date
SHIP	Grant funds provide health insurance counseling (e.g. Medicare, private insurance, HMOs, insurance fraud); assists people with organizing medical bills, advocates with medical providers. Provides information and referral; Medicaid, QMB, SLMB, MPAP, etc.	\$20,784			\$11,543	4/1/14 - 3/31/15	Recurring
Senior Medicare Patrol	Grant funds provide services to educate the public regarding curbing abuse in Medicare & Medicaid.	\$6,502			\$6,486	7/1/14 - 6/30/15	Recurring
TOTALS		\$832,915	\$ 372,564	\$349,500	\$354,998		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH	\$1,554,979	6	0	3			

State/Other 1

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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.

FY 2014 - FY 2015 GOALS:

PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
70 MISCELLANEOUS	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
GRAND TOTAL	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730

SUMMARY BY FUND:

11 GENERAL	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
GRAND TOTAL	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730

SUMMARY BY DIVISION:

141000	HARFORD CENTER	553,036	553,036	553,036	553,036
142000	ARC NORTHERN CHESAPEAKE REGION	1,745,694	1,745,694	1,745,694	1,745,694
GRAND TOTAL		2,298,730	2,298,730	2,298,730	2,298,730

HANDICAPPED CARE CENTERS
The Harford Center, Inc.
Index #141000

ORIGIN/PURPOSE:

The Harford Center, Inc. was created by Bill No. 78-3, Article XXV of the Harford County Code, to operate a residential and day-care training and rehabilitation center to properly care for and provide necessary services to the severely/profoundly developmentally disabled and multi-handicapped adults. The Center services the following individuals: 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 2014 - FY 2015 GOAL:

PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
70 MISCELLANEOUS	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>
GRAND TOTAL	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>

FUNDING SOURCE:

11 GENERAL	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>	<u>553,036</u>

THE HARFORD CENTER OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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

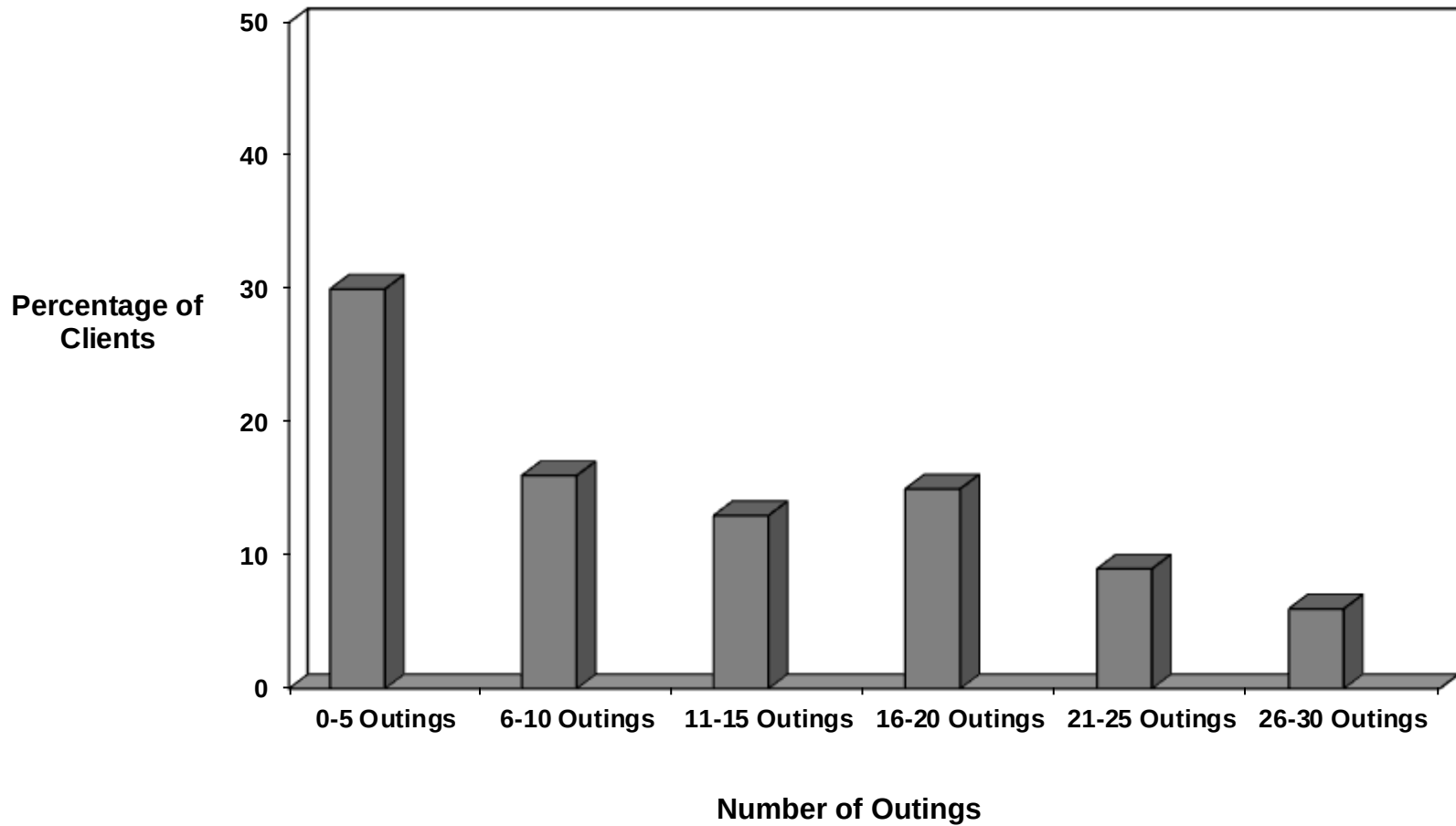
Measure	Actual 2011	Actual 2012	Actual 2013*	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$488,366	\$488,366	\$488,366	\$488,366	\$488,366
Number of staff	26	24	N/A	26	64
<u>Output:</u>					
Number of comprehensive programs offered to clients	103	118	N/A	120	N/A
Number of clients served	N/A	N/A	N/A	N/A	120
<u>Efficiency:</u>					
Cost of program per client per year	\$4,741	\$4,139	N/A	\$4,070	\$4,070
<u>Service Quality:</u>					
Percent of clients reacting positively to programs	100%	100%	N/A	100%	N/A
Number of community outings - January 2014 to May 2014	N/A	N/A	N/A	N/A	212
<u>Outcome:</u>					
Percent of clients able to independently perform daily living skills after participating in multiple programs	85%	70%	N/A	70%	N/A
Percent of total client population participating in community activities	N/A	N/A	N/A	N/A	100%

Explanation and Analysis of Performance Measures

The Harford Center, Inc. provides day habilitation services to 120 adults with disabilities. The Center offers a safe and stimulating environment that provides opportunities for adults to find personal fulfillment, to develop skills in independence, and to explore the community. The Harford Center's focus for the upcoming year is to promote independence through involving individuals in their communities. A long-term goal will be to use these experiences to build employment and volunteer opportunities.

* Actual 2013 figures are unavailable due to The Harford Center transitioning with a new Director.

THE HARFORD CENTER Client Outings by Percentage



HANDICAPPED CARE CENTERS 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 Northern Chesapeake Region also provides individual and systems advocacy plus information and referral services.

FY 2014 - FY 2015 GOAL:

TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
70 MISCELLANEOUS	<u>1,745,694</u>	<u>1,745,694</u>	<u>1,745,694</u>	<u>1,745,694</u>	<u>1,745,694</u>
GRAND TOTAL	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>

FUNDING SOURCE:

11 GENERAL	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>	<u><u>1,745,694</u></u>

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$1,745,694	\$1,745,694	\$1,745,694	\$1,745,694	\$1,745,694
<u>Output:</u>					
# of staff who have left the ARC within the past 12 months	121	132	146	120	100
# of new hires within the past 12 months	99	109	134	130	130
<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 5 pt. scale	*	3.80%	*	3.80%	3.80%
Percent of employees hired who remain 1 year or longer		61%		70%	70%
<u>Outcome:</u>					
Average turnover rate in the past twelve months for Vocational Services	19%	28%	46%	30%	40%
Average turnover rate in the past twelve months for Residential Services	62%	66%	61%	35%	45%

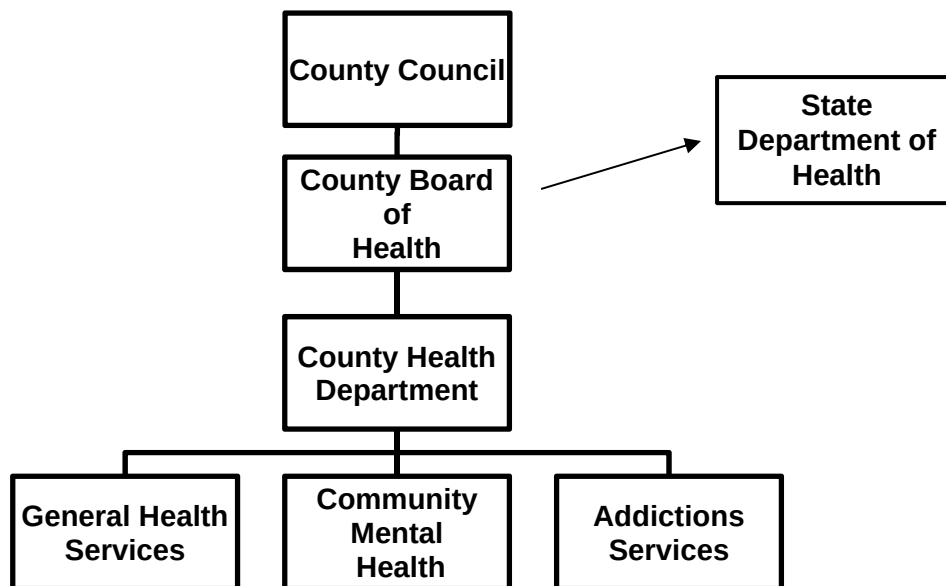
Explanation and Analysis of Performance Measures

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

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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.

MISSION STATEMENT:

TO MAKE HARFORD COUNTY THE HEALTHIEST COUNTY IN THE STATE OF MARYLAND

FY 2014 - FY 2015 GOALS:

ESTABLISH AND MAINTAIN A COORDINATED SYSTEM OF CONTINUOUS HEALTH ASSESSMENT, POLICY DEVELOPMENT AND ASSURANCE FOR THE DELIVERY OF PUBLIC HEALTH SERVICES TO THE CITIZENS

STRIVE FOR AN OPTIMUM LEVEL OF PROTECTION AGAINST PREVENTABLE DISEASE, PREMATURE LOSS OF LIFE AND ENVIRONMENTAL POLLUTION

PREVENT AND CONTROL EPIDEMICS

HEALTH

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	27,323	29,540	29,541	34,924	34,924
20 CONTRACTUAL SERVICES	0	235,944	0	250,546	250,546
70 MISCELLANEOUS	4,002,007	3,762,832	3,998,777	3,342,848	3,342,848
GRAND TOTAL	4,029,330	4,028,316	4,028,318	3,628,318	3,628,318
<u>SUMMARY BY FUND:</u>					
11 GENERAL	4,029,330	4,028,316	4,028,318	3,628,318	3,628,318
GRAND TOTAL	4,029,330	4,028,316	4,028,318	3,628,318	3,628,318
<u>SUMMARY BY DIVISION:</u>					
161000 HEALTH DEPARTMENT	3,376,910	3,375,896	3,375,898	3,628,318	3,628,318
162000 COMMUNITY MENTAL HEALTH	119,533	119,533	119,533	0	0
165000 ADDICTION SERVICES	532,887	532,887	532,887	0	0
GRAND TOTAL	4,029,330	4,028,316	4,028,318	3,628,318	3,628,318

HEALTH

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
29,541	34,924	5,383	<u>PERSONAL SERVICES</u> Increase provides a stipend for the Director of Administrative Services, in addition to the currently funded stipends for Health Officer and Emergency Preparedness Manager
0	250,546	250,546	<u>CONTRACTUAL SERVICES</u> Health Department office leases were previously budgeted in Miscellaneous. In FY 15, these funds are moved here for better accountability of expenditures
3,998,777	3,342,848	(655,929)	<u>MISCELLANEOUS</u> Funding for space and real estate leases moved to Contractual Services in FY 15. Miscellaneous represents County funding to support General Health, Teen Diversion Program, and Addictions Services to include inpatient services, methadone treatment and psychiatric services

HEALTH DEPARTMENT
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. Community Mental Health and Addictions Services funding consolidated into this index in FY 15 for accounting purposes.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	27,323	29,540	29,541	34,924	34,924
20 CONTRACTUAL SERVICES	0	235,944	0	250,546	250,546
70 MISCELLANEOUS	3,349,587	3,110,412	3,346,357	3,342,848	3,342,848
GRAND TOTAL	3,376,910	3,375,896	3,375,898	3,628,318	3,628,318

FUNDING SOURCE:

11 GENERAL	3,376,910	3,375,896	3,375,898	3,628,318	3,628,318

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
29,541	34,924	5,383	<u>PERSONAL SERVICES</u> Increase will provide a stipend for newly appointed Director of Administrative Services
0	250,546	250,546	<u>CONTRACTUAL SERVICES</u> Space and real estate funding for office leases previously budgeted in Miscellaneous. Appropriation moved to Contractual Services for better accountability of expenditures
3,346,357	3,342,848	(3,509)	<u>MISCELLANEOUS</u> Decrease is the net result of moving funding for space and real estate rentals to Contractual Services offset by the consolidation of Community Mental Health and Addiction Services division into General Health for accounting purposes

DIVISION STAFF SUMMARY
General Health Services
Index #161000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>27,441</u>		<u>27,441</u>		<u>32,441</u> A
SALARY TOTAL		<u><u>27,441</u></u>		<u><u>27,441</u></u>		<u><u>32,441</u></u>
OTHER PERSONAL SERVICES						
FICA		<u>2,100</u>		<u>2,100</u>		<u>2,483</u>
TOTAL OTHER PERSONAL SERVICES		<u>2,100</u>		<u>2,100</u>		<u>2,483</u>
TOTAL PERSONAL SERVICES		<u><u>29,541</u></u> *		<u><u>29,541</u></u>		<u><u>34,924</u></u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - An additional stipend is provided in FY 15 for the Director of Administrative Services

HEALTH DEPARTMENT
Community Mental Health
Index #162000

ORIGIN/PURPOSE:

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.

This account was consolidated into General Health Services in FY 15 for accounting purposes.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
70 MISCELLANEOUS	119,533	119,533	119,533	0	0
GRAND TOTAL	119,533	119,533	119,533	0	0

FUNDING SOURCE:

11 GENERAL	119,533	119,533	119,533	0	0

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
119,533	0	(119,533)	<u>MISCELLANEOUS</u> County's share of mental health funding, which supports the Teen Diversion Program, has been consolidated into the General Health Services index in FY 15

HEALTH DEPARTMENT
Addictions Services
Index #165000

ORIGIN/PURPOSE:

The Division of Addiction Services (DAS) represents the County's contribution toward Alcoholism and Drug Abuse service within the County. More funding for these services are provided through a State and Federal Grant.

The DAS provides comprehensive outpatient treatment for alcohol and drug abusing individuals and their families. Services provided include group counseling, individual counseling, young adult group (18-25), women's only group, parent group and family education for adolescents and adults. The Drug Court Program, located in Bel Air, provides addiction services to court-referred adults.

This account was consolidated into General Health Services in FY 15 for accounting purposes.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
70 MISCELLANEOUS	532,887	532,887	532,887	0	0
GRAND TOTAL	532,887	532,887	532,887	0	0

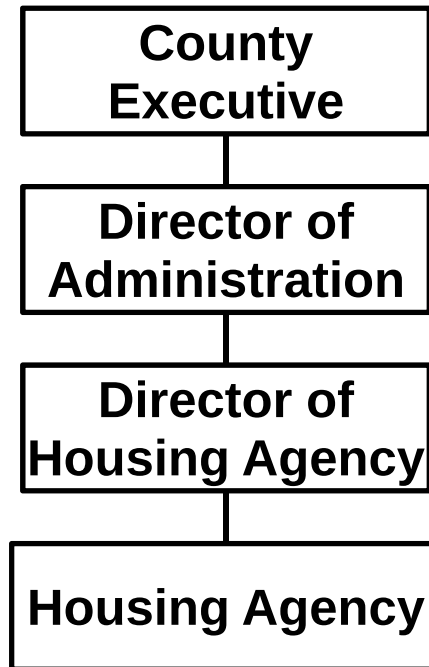
FUNDING SOURCE:

11 GENERAL	532,887	532,887	532,887	0	0

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
532,887	0	(532,887)	<u>MISCELLANEOUS</u> County's share of funding for inpatient services, methadone treatment and psychiatric services has been consolidated into the General Health Services account for accounting purposes

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.

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 FROM DISCRIMINATION

FY 2014 - FY 2015 GOALS:

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.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	366,929	375,740	439,761	424,161	424,161
20 CONTRACTUAL SERVICES	12,181	12,229	9,000	9,000	9,000
30 SUPPLIES AND MATERIALS	18,734	13,637	16,000	16,000	16,000
40 BUSINESS AND TRAVEL	4,378	3,493	4,050	4,050	4,050
70 MISCELLANEOUS	53,961	76,130	55,500	58,864	58,864
80 INTER-GOVERNMENTAL/INTERFUND	0	54	0	0	0
GRAND TOTAL	456,183	481,283	524,311	512,075	512,075

SUMMARY BY FUND:

11 GENERAL	456,183	481,283	524,311	512,075	512,075
GRAND TOTAL	456,183	481,283	524,311	512,075	512,075

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
439,761	424,161	(15,600)	<u>PERSONAL SERVICES</u> Decrease is the net result of offsetting a full time salary with grant funding for FY 15 and a slight health benefits increase.
55,500	58,864	3,364	<u>MISCELLANEOUS</u> Increase is the net result of PEHP (Post Employment Health Plan) now placed in grants and contributions for proper accounting and funding for State grant eliminated in an effort to reduce costs.

DEPARTMENT STAFF SUMMARY
HOUSING AGENCY
Index # 171000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	1.00	39,900	1.00	39,900	1.00	39,900
Accounting Clerk II	0.00	0	1.00	34,967	1.00	34,967
Administrative Assistant II	1.00	46,727	1.00	48,596	1.00	48,596
Administrative Secretary I	1.00	37,300	1.00	38,792	1.00	38,792
Housing Inspector	1.00	43,031	1.00	44,752	1.00	44,752
Housing Services Counselor	2.00	89,924	2.00	93,341	2.00	93,341
FULL-TIME SALARIES	6.00	256,882	7.00	300,348	7.00	300,348
SALARY OFFSET		0		0		(20,000) A
TOTAL FULL-TIME SALARIES	6.00	256,882	7.00	300,348	7.00	280,348
OTHER PERSONAL SERVICES						
Pension & Retirement		23,119		30,035		30,035
Workers' Compensation		1,649		1,778		1,778
Health Benefits		68,374		79,079		83,611
PEHP		0		4,564		4,432
FICA		19,651		22,977		22,977
Miscellaneous		840		980		980
TOTAL OTHER PERSONAL SERVICES		113,633		139,413		143,813
TOTAL PERSONAL SERVICES	6.00	370,515 *	7.00	439,761	7.00	424,161

* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Salary Offset available from State grant helping to offset Full-Time Salary

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$8,282,842	\$8,070,744	\$8,597,797	\$7,373,628	\$8,015,296
Number of staff	18	17	16	17	17
<u>Output:</u>					
Number of training classes held	13	8	8	15	12
Number of publications and training materials distributed	351	75	143	25	250
Number of one-on-one counseling sessions	145	143	89	145	90
Number of partnership training sessions with private sector	30	24	12	24	15
Down Payment Assistance Fund monies distributed	\$27,500	\$0	\$0	\$0	\$0
Housing Assistance Payment monies distributed	\$6,923,598	\$6,560,639	\$7,688,302	\$6,440,582	\$7,084,640
Number of individuals requesting service	1,630	1,968	582	2,200	2,310
<u>Efficiency:</u>					
Cost per client	\$117	\$116	\$118	\$120	\$121
<u>Service Quality:</u>					
Percent of client requests responded to	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Number of families prepared for homeownership	26	22	59	15	65
Number of families with improved credit	23	23	23	25	19
Number of first time home buyers	96	99	65	150	89

Explanation and Analysis of Performance Measures

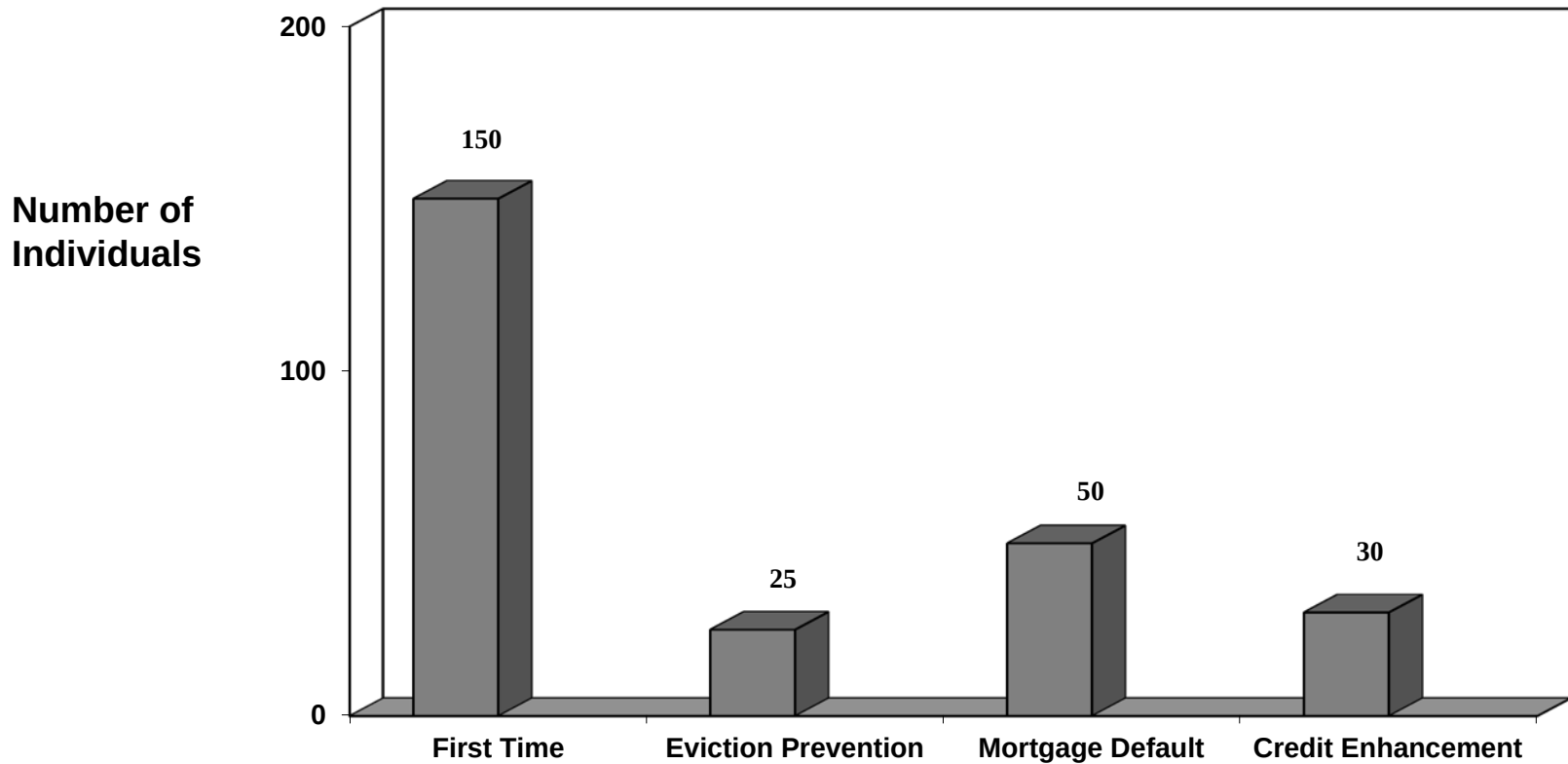
The Harford County Housing Agency closed the rental assistance waiting list October 15, 2012.

The reduction in one-on-one counseling is attributed to changes in the type of counseling.

FY 10 counseling was primarily homeownership related and has now become default on homeownership related.

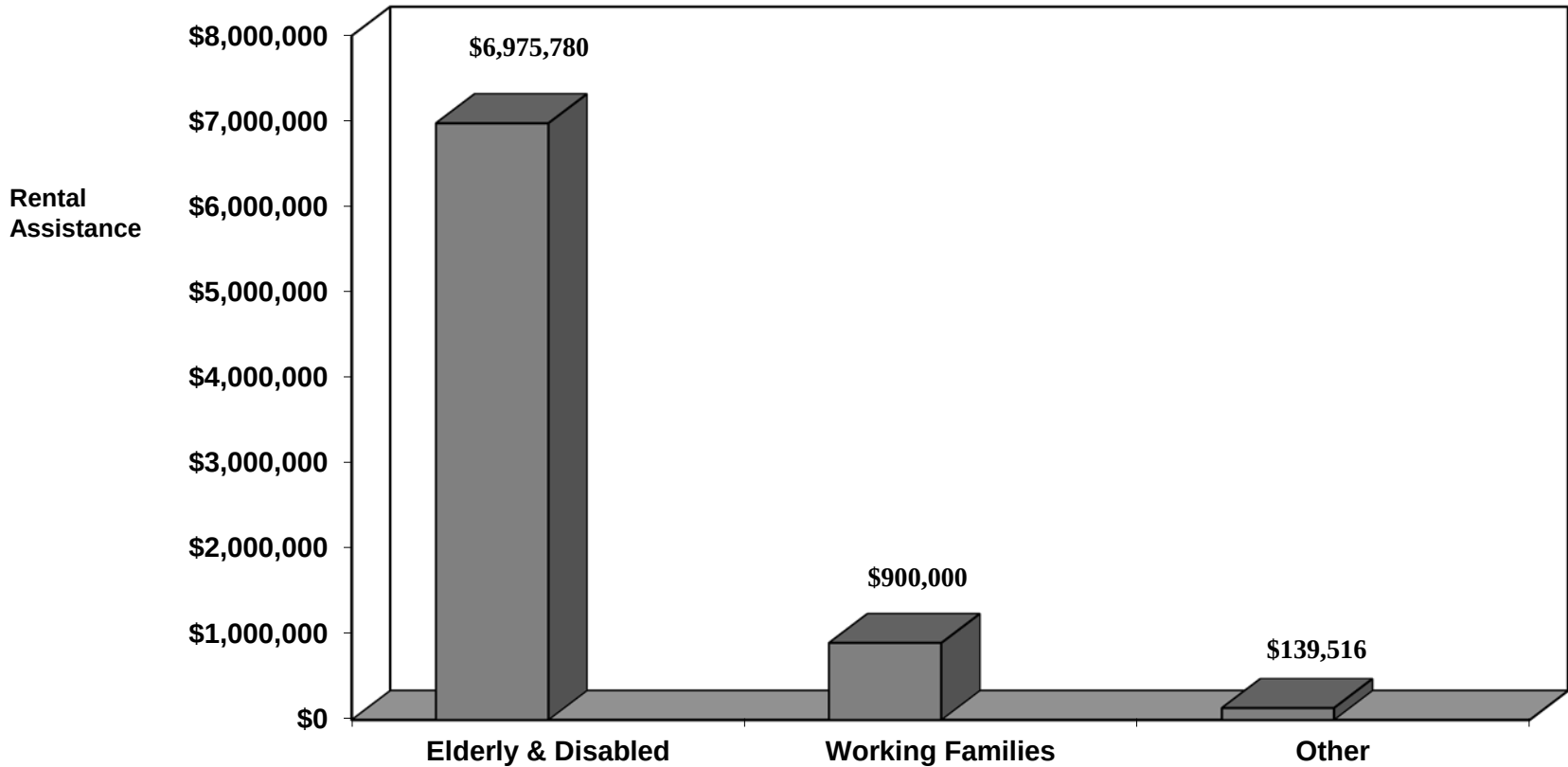
Default counseling takes on average five times longer than homeownership counseling.

HOUSING AGENCY HOUSING COUNSELING



(FY 15 Estimated Figures)

HOUSING AGENCY RENTAL ASSISTANCE



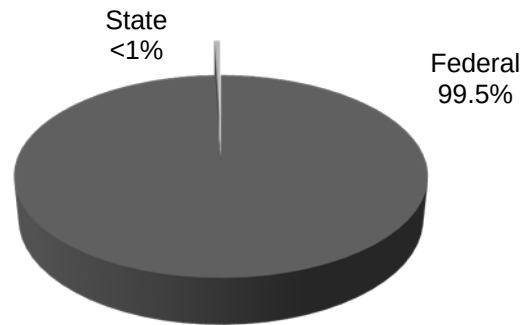
(FY 15 Estimated Figures)

FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

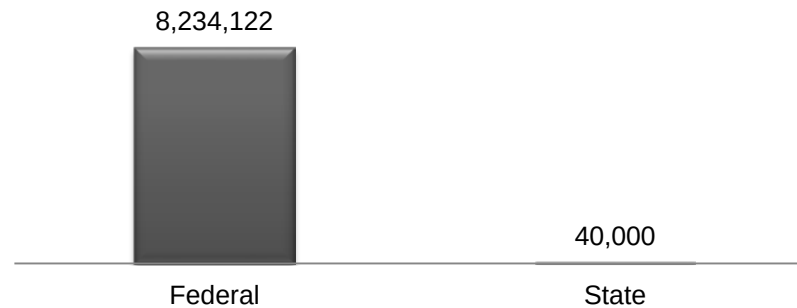
HOUSING AGENCY

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars

\$8,274,122*



of Anticipated Grant Awards: 5

Federal	4
State	1

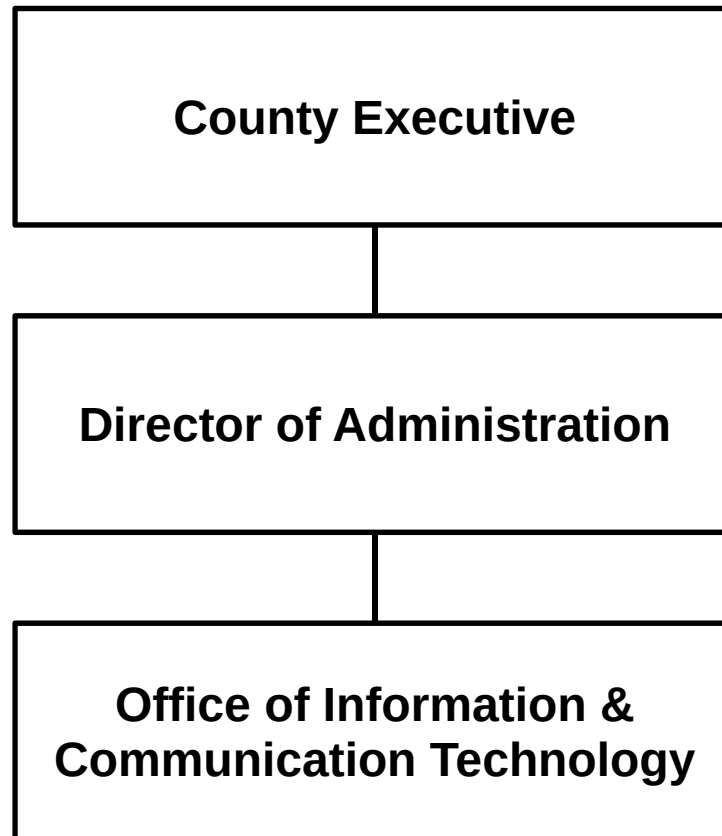
Requested County Match \$0

*Does not include County Match or Capital Projects

Anticipated Federal and State grant funds will provide for subsidized rental housing to eligible families; funds for temporary rental subsidies to eligible families with critical housing needs; financial assistance to families at risk of homelessness or already experiencing homeless; subsidized rental housing; and will provide homeowners or tenants with foreclosure related housing counseling.

Housing Agency - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Housing Choice Voucher	This grant provides for subsidized rental housing to eligible families.	\$6,900,000				1/1/15 - 12/31/15	Recurring
Rental Assistance Program	This grant provides 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.		\$40,000			9/1/14 - 8/30/15	Recurring
Section 8 Mainstream Program	This grant provides financial assistance to families at risk of homelessness or already experiencing homelessness.	\$550,000				7/1/14 - 6/30/15	Recurring
HOPWA	This grant provides funds for subsidized housing to individuals/families with specific disabilities.	\$184,122				7/1/14 - 6/30/16	Recurring
Housing Choice Voucher Admin	This grant provides for subsidized rental housing to eligible families	\$600,000				1/1/15-12/31/15	Recurring
TOTALS		\$8,234,122	\$40,000	\$0			
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$8,274,122	4	1				

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 oversight of the advancement of technology operations, services and other support options to ensure the success of County operations, missions, and strategic goals. The Office fosters a consultative partnership between County government departments and agencies, and provides technological support in a responsive, effective and efficient manner.

FY 2014 - FY 2015 GOALS:

ESTABLISH A CONSULTATIVE PARTNERSHIP BETWEEN INFORMATION TECHNOLOGY AND COUNTY OPERATING DEPARTMENTS

DESIGN A FORMAL AND ENFORCEABLE GOVERNANCE MODEL

STREAMLINE AND STANDARDIZE PROCESSES THAT ARE MANAGEABLE AND MEASURABLE

MIGRATE EXISTING LEGACY APPLICATIONS TO A MORE STABLE AND SCALABLE PLATFORM

ENHANCE DATA AVAILABILITY AND SHARING

INFORMATION AND COMMUNICATION TECHNOLOGY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,572,240	2,496,342	2,579,785	2,576,234	2,576,234
20 CONTRACTUAL SERVICES	990,638	1,532,723	3,102,426	3,718,262	3,718,262
30 SUPPLIES AND MATERIALS	49,459	132,811	135,400	135,400	135,400
40 BUSINESS AND TRAVEL	27,261	41,538	47,600	53,100	53,100
50 CAPITAL OUTLAY	0	328	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	1,119	95	1,000	1,000	1,000
GRAND TOTAL	<u>3,640,717</u>	<u>4,203,837</u>	<u>5,866,211</u>	<u>6,483,996</u>	<u>6,483,996</u>

SUMMARY BY FUND:

11 GENERAL	<u>3,640,717</u>	<u>4,203,837</u>	<u>5,866,211</u>	<u>6,483,996</u>	<u>6,483,996</u>
GRAND TOTAL	<u>3,640,717</u>	<u>4,203,837</u>	<u>5,866,211</u>	<u>6,483,996</u>	<u>6,483,996</u>

SUMMARY BY DIVISION:

181000	INFORMATION & COMM. TECH	<u>3,640,717</u>	<u>4,203,837</u>	<u>5,866,211</u>	<u>6,483,996</u>	<u>6,483,996</u>
GRAND TOTAL		<u>3,640,717</u>	<u>4,203,837</u>	<u>5,866,211</u>	<u>6,483,996</u>	<u>6,483,996</u>

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,579,785	2,576,234	(3,551)	<u>PERSONAL SERVICES</u> A vacant Programmer Analyst is unfunded for FY 15, offset by an increase in overtime and PEHP (Post Employment Health Plan) based on actual expense history
3,102,426	3,718,262	615,836	<u>CONTRACTUAL SERVICES</u> Additional funds provided for Harford County Metro Area Network (HMAN) maintenance and provision of 24/7 contractual support for emergency applications and networks, firehouse networks, public safety network, etc., as well as additional funds for data processing hardware and software maintenance costs and licensing fees due to increased costs
47,600	53,100	5,500	<u>BUSINESS AND MATERIALS</u> Additional funds were included for transportation costs, meals and lodging for staff to attend Cyber Security Training during FY 15

DEPARTMENT STAFF SUMMARY
INFORMATION AND COMMUNICATION TECHNOLOGY
Index #181000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Budget Technician II	0.00	0	1.00	52,000	1.00	52,000
Administrative Secretary III	1.00	50,000	1.00	52,000	1.00	52,000
Business Applications Manager	1.00	81,000	0.00	0	0.00	0
Computer Operator	0.00	0	1.00	37,000	1.00	37,000
Computer System Engineer I	2.00	80,866	3.00	139,831	3.00	138,761
Computer System Engineer II	4.00	192,028	5.00	245,364	5.00	245,364
Computer System Engineer III	1.00	64,542	1.00	67,124	0.00	0
Computer System Engineer IV	1.00	57,700	1.00	60,008	2.00	130,488 A
Director of ICT	1.00	110,933	1.00	115,370	1.00	115,370
Programmer Analyst I	5.00	356,373	5.00	344,895	5.00	284,895 B
Programmer Analyst II	5.00	399,948	5.00	415,946	5.00	415,946
Senior Computer Operator	2.00	95,353	1.00	58,608	1.00	58,608
Telecommunication Engineer II	2.00	99,316	2.00	103,288	1.00	53,274 C
Telecommunication Specialist I	0.00	0	0.00	0	1.00	52,800
Web Administrator	1.00	78,543	1.00	81,684	1.00	81,684
Web Designer	1.00	57,430	1.00	59,727	1.00	59,727
SALARY TOTAL	27.00	1,724,032	29.00	1,832,845	29.00	1,777,917

DEPARTMENT STAFF SUMMARY
INFORMATION AND COMMUNICATION TECHNOLOGY
Index #181000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		155,163		176,951		177,792
Workers' Compensation		16,746		8,870		10,524
Health Benefits		318,235		356,544		349,996
PEHP		0		41,073		53,184
Overtime and Shift Differential		6,800		18,800		62,300
FICA		131,632		140,782		140,601
Miscellaneous		3,780		3,920		3,920
TOTAL OTHER PERSONAL SERVICES		632,356		746,940		798,317
TOTAL PERSONAL SERVICES	27.00	2,356,388 *	29.00	2,579,785	29.00	2,576,234

* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Computer System Engineer III position promoted to Computer System Engineer IV - #2163

B - One (1) vacant Programmer Analyst I position unfunded for FY 15 - #0090

C - One (1) Telecommunications Engineer II position promoted to Telecommunications Specialist I - #3303

INFORMATION & COMMUNICATION TECHNOLOGY OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Establish a partnership between the Office of Information and Communication Technology and County operating departments

Department Objective

To work with County agencies for process improvement and safeguarding of vital data and resources

County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	N/A	\$3,640,717	\$4,122,488	\$5,825,138	\$64,833,966
Number of staff	N/A	26	27	29	29
<u>Output:</u>					
*Computers maintained	N/A	N/A	873	873	1,023
**Software Maintained					
Financial (W&S Mainframe VSAM, TAXNET, CORE, ADPICS, FAMIS, Cyborg)	N/A	N/A	7	7	7
Departmental (ISIS, City Works, Heat)	N/A	N/A	3	3	3
Backoffice (Microsoft Server, SQL Server, Sharpoint, Exchange, Laserfiche)	N/A	N/A	5	5	5
<u>Efficiency:</u>					
Average age of computers maintained	N/A	N/A	2.3	2.5	1.9
Average age of financial software maintained	N/A	N/A	18.1	5.6	16.1
Average age of departmental software maintained	N/A	N/A	15.0	7.7	1.7
Average age of backoffice software maintained	N/A	N/A	3.4	3.9	5.0
<u>Service Quality:</u>					
Evaluating the current hardware and software throughout the County to develop a plan to update	N/A	N/A	N/A	Excellent	Excellent
<u>Outcome:</u>					
Improve the age and stability of County supported technology	N/A	N/A	N/A	Goal Achieved	Goal Achieved

Explanation and Analysis of Performance Measures

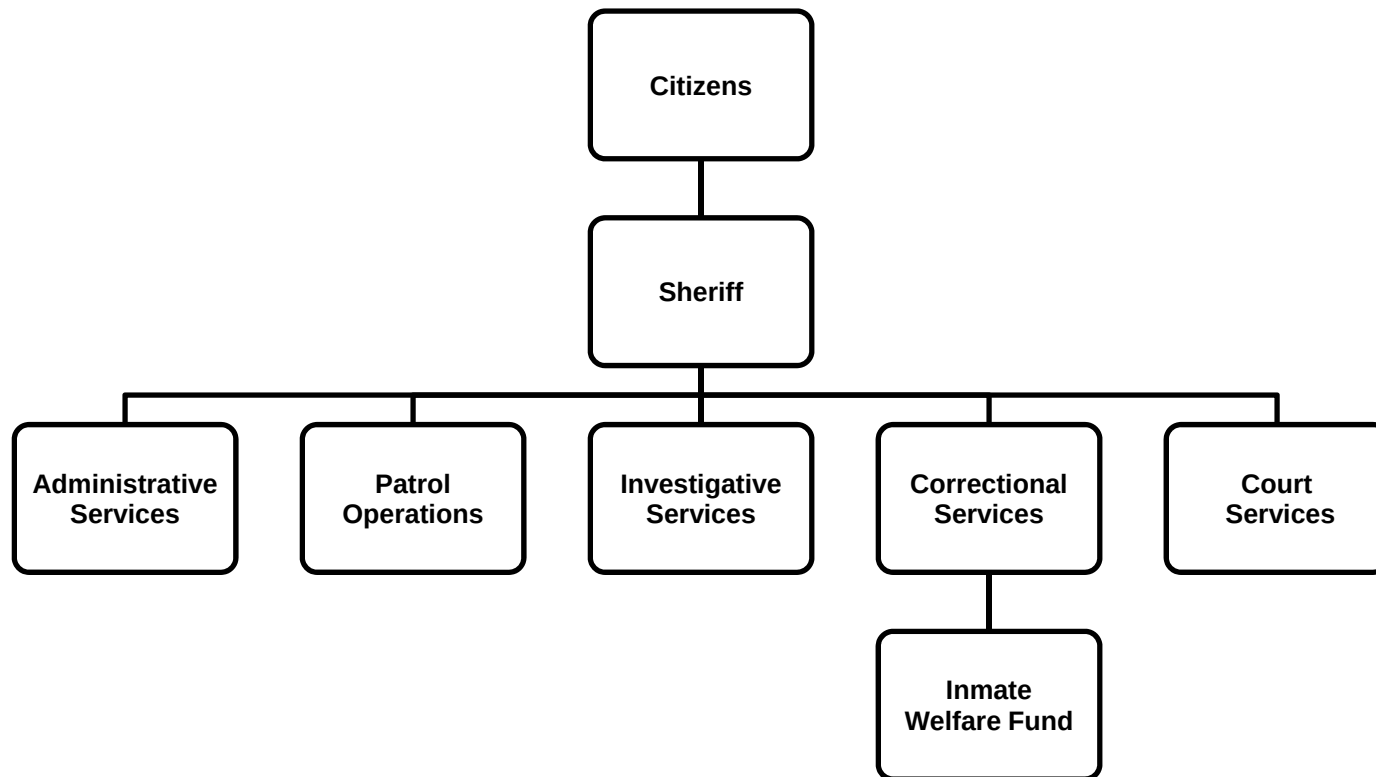
*In order to maintain a level of stability and dependability with IT equipment our goal is to maintain an average equipment age not to exceed 3 years old.

The computer count and age have been adjusted to include the DES (Department of Emergency Services) machines migrated under OICT support.

**The goal is to replace aging software with newer technology and increase the stability and functionality of this software. This projection for FY 15 is based on our revised plans to replace the mainframe applications for Water & Sewer. The replacement of financial software (ADPICS, FAMIS and BPREP) will be postponed due to funding limitations.

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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 2014 - FY 2015 GOALS:

TO ENSURE THAT AGENCY STAFFING IS ADEQUATE TO MEET CURRENT AND FUTURE SERVICE DEMANDS AND MANDATES IN A TIMELY AND EFFICIENT MANNER.

TO ENHANCE THE SAFETY OF FAMILIES THROUGH THE MONITORING OF CONVICTED SEX OFFENDERS.

SHERIFF'S OFFICE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	55,041,383	55,474,941	56,558,801	56,906,908	56,906,908
20 CONTRACTUAL SERVICES	5,073,719	6,453,347	7,281,144	6,925,763	6,925,763
30 SUPPLIES AND MATERIALS	2,072,864	2,517,341	2,364,339	2,500,428	2,500,428
40 BUSINESS AND TRAVEL	2,055,182	1,924,397	2,207,140	2,226,830	2,226,830
50 CAPITAL OUTLAY	3,145,404	2,179,348	185,050	185,050	185,050
70 MISCELLANEOUS	373,016	387,989	386,397	400,503	400,503
GRAND TOTAL	67,761,568	68,937,363	68,982,871	69,145,482	69,145,482

SUMMARY BY FUND:

11 GENERAL	67,761,568	68,937,363	68,982,871	69,145,482	69,145,482
GRAND TOTAL	67,761,568	68,937,363	68,982,871	69,145,482	69,145,482

SUMMARY BY DIVISION:

211100	ADMINISTRATION AND SUPPORT	7,730,918	8,234,011	7,186,536	7,451,061	7,451,061
211200	PATROL OPERATIONS	26,500,484	26,246,457	25,620,947	25,210,970	25,210,970
211300	INVESTIGATIVE SERVICES	7,798,889	8,162,719	8,097,706	8,009,068	8,009,068
212000	CORRECTIONAL SERVICES	20,059,895	20,500,216	21,900,878	22,319,191	22,319,191
212100	COMMISSARY ACCOUNT	423,267	551,085	723,275	850,631	850,631
213000	COURT SERVICES	5,248,115	5,242,875	5,453,529	5,304,561	5,304,561
GRAND TOTAL		67,761,568	68,937,363	68,982,871	69,145,482	69,145,482

SUMMARY OF GRANT BUDGETS

319,503

SHERIFF'S OFFICE

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
56,558,801	56,906,908	348,107	<u>PERSONAL SERVICES</u> Increase is the net result of restoration of salary offset for half-year for ten Officer Recruit positions approved in FY 14; increase in hours/status of fifteen School Crossing Guards; and additional funds for temporary staff such as Library Aide, Chaplain, security clerks, a transport officer, etc., health benefits, salary adjustments and shift differential based on actual expenses. Offset by staff turnover and pension adjustments.
7,281,144	6,925,763	(355,381)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of no appropriation required for FY 15 for Auto and General liability and Property Damage insurance; offset slightly by increases for unemployment insurance, facility repairs, custodial services, inmate transportation, and copier, x-ray machine and mail/folder contracts.
2,364,339	2,500,428	136,089	<u>SUPPLIES AND MATERIALS</u> Various operating expenses such as office and paper supplies, meals, inmate recreation and indigent supplies, replacement vests, leg irons, handcuffs, etc., were adjusted based on actual expense history
2,207,140	2,226,830	19,690	<u>BUSINESS AND TRAVEL</u> Vehicle maintenance, fuel costs, and programs for inmates were increased based on actual expense history
386,397	400,503	14,106	<u>MISCELLANEOUS</u> County match to the BOSE grant increased slightly as well as investigative funds for narcotics purchases, payments to informants and intel/homeland defense based on actual expense history

**DEPARTMENT STAFF SUMMARY
SHERIFF'S OFFICE**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Sheriff	1.00	111,786	1.00	113,732	1.00	108,577
Chief Deputy	1.00	129,293	1.00	134,472	1.00	134,472
Major	3.00	349,711	4.00	475,654	4.00	475,654
Captain	9.00	907,690	10.00	1,030,454	9.00	925,684
Lieutenant	14.00	1,233,088	11.00	1,013,399	12.00	1,086,241
Sergeant	33.00	2,660,448	35.00	2,902,303	34.00	2,787,529
Corporal	29.00	2,059,475	32.00	2,331,908	29.00	2,089,630
Sr. Deputy First Class	0.00	0	73.00	5,137,855	85.00	5,841,352
Deputy First Class	197.00	11,433,662	108.00	5,967,798	107.00	5,790,618
Deputy	5.00	226,825	14.00	660,436	5.00	242,945
Major - Corrections	1.00	97,698	1.00	107,786	1.00	107,786
Captain - Corrections	2.00	172,973	3.00	250,974	2.00	166,442
Lieutenant - Corrections	9.00	666,514	7.00	501,426	8.00	587,476
Sergeant - Corrections	13.00	848,037	12.00	805,586	12.00	791,858
Corporal - Corrections	15.00	878,989	14.00	823,660	14.00	760,117
Officer First Class	87.00	4,187,393	76.00	3,831,719	81.00	4,054,904
Officer	4.00	160,824	18.00	752,544	23.00	975,543
Officer Recruit	0.00	0	10.00	407,260	0.00	0
Warden	1.00	113,027	1.00	117,541	1.00	117,541
Budget Manager	1.00	85,613	1.00	89,045	1.00	89,045
Computer Manager	1.00	67,600	1.00	70,304	1.00	70,304
Public Information Officer	1.00	61,589	1.00	74,568	1.00	74,568
Human Resources Manager	1.00	80,350	1.00	83,928	1.00	83,928
Computer Forensics Examiner	1.00	53,539	1.00	55,682	1.00	68,474
Classification Supervisor	1.00	65,978	1.00	68,619	1.00	68,619
Corrections Records Administrator	1.00	81,141	1.00	84,386	1.00	84,386
Information Technology Specialist	1.00	69,992	1.00	72,800	1.00	72,800
Law Enforcement Analyst Manager	1.00	62,192	1.00	64,688	1.00	64,688
Law Enforcement Records Administrator	1.00	83,595	1.00	86,944	1.00	86,944
Special Projects Coordinator	1.00	72,093	1.00	74,984	1.00	43,347
Human Resources Specialist	1.00	50,107	1.00	54,933	1.00	54,933

**DEPARTMENT STAFF SUMMARY
SHERIFF'S OFFICE**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planning and Research Specialist	0.00	0	0.00	0	1.00	46,509
Public Information Specialist	0.00	0	1.00	47,694	1.00	47,694
Quartermaster Fleet Manager	1.00	63,482	1.00	66,019	1.00	66,019
Training Manager	0.00	0	0.00	0	1.00	83,928
Standards/Accreditation Manager	1.00	65,374	1.00	67,995	1.00	67,995
Applicant Investigator	2.00	108,430	2.00	112,778	2.00	112,778
Law Enforcement Analyst	3.00	146,661	3.00	152,527	3.00	152,527
Pre-Trial Services Coordinator	2.00	116,938	2.00	94,432	2.00	94,432
Sex Offender Verification Investigator	1.00	48,880	1.00	50,835	1.00	50,835
Classification Counselor	3.00	131,456	3.00	134,076	3.00	130,041
Community Services Coordinator	1.00	41,683	1.00	43,347	1.00	43,347
Computer Resources Technician	2.00	114,317	2.00	118,893	2.00	118,893
Electronic Services Technician	0.00	0	1.00	53,331	1.00	50,253
Electronic Surveillance Technician	1.00	56,014	1.00	58,261	1.00	58,261
Financial Investigator	1.00	56,014	1.00	51,771	1.00	51,771
Fleet Technician	0.00	0	1.00	53,331	1.00	53,331
Grant Fiscal Technician	1.00	61,214	1.00	63,669	1.00	63,669
Property Manager	1.00	64,938	1.00	67,538	1.00	67,538
TRAC Coordinator	1.00	48,318	1.00	50,253	1.00	50,253
Victims' Services Coordinator	1.00	41,683	1.00	43,347	1.00	43,347
Commissary Coordinator	1.00	43,035	1.00	40,976	1.00	40,976
Corrections Quartermaster	1.00	54,517	1.00	56,701	1.00	56,701
Corrections Records Supervisor	1.00	60,466	1.00	62,878	1.00	62,878
Law Enforcement Records Supervisor	4.00	187,700	4.00	195,208	4.00	195,208
Program Coordinator	1.00	43,035	1.00	44,762	1.00	44,762
Executive Office Manager	1.00	44,366	1.00	46,134	1.00	46,134
Maintenance Officer	3.00	134,596	3.00	139,984	3.00	139,984
Accounting Clerk	1.00	57,075	1.00	59,363	1.00	38,750
Administrative Support Technician	5.00	260,936	5.00	271,357	5.00	271,357
Corrections Records Technician II	4.00	153,421	4.00	177,215	3.00	125,153
Law Enforcement Records Technician II	24.00	933,151	23.00	916,450	25.00	981,262
Inmate Property Coordinator	1.00	45,552	1.00	47,382	1.00	47,382
Property Management Assistant	1.00	33,904	1.00	35,256	1.00	35,256

**DEPARTMENT STAFF SUMMARY
SHERIFF'S OFFICE**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Corrections Records Technician I	0.00	0	0.00	0	1.00	30,472
Law Enforcement Training Coordinator	0.00	0	0.00	0	1.00	47,694
Quartermaster Fleet Assistant	1.00	40,477	1.00	42,099	1.00	42,099
Corrections Records Clerk	2.00	76,523	2.00	79,581	2.00	79,581
Law Enforcement Records Technician I	1.00	29,307	2.00	60,944	0.00	0
School Crossing Guard	0.00	0	0.00	0	1.00	30,472
FULL-TIME SALARIES	510.00	30,434,685	520.00	31,853,775	522.00	31,675,947
SALARY OFFSET		(400,212)		(616,490)		(467,002)
SALARY ADJUSTMENT		382,690		0		0
TOTAL FULL-TIME SALARIES	510.00	30,417,163	520.00	31,237,285	522.00	31,208,945
PART-TIME SALARIES						
Crossing Guard	5.25	153,862	5.25	159,978	6.35	193,497
TOTAL PART-TIME SALARIES	5.25	153,862	5.25	159,978	6.35	193,497
TEMPORARY SALARIES		1,390,099		1,468,200		1,517,141
SALARY TOTAL	515.25	31,961,124	525.25	32,865,463	528.35	32,919,583
OTHER PERSONAL SERVICES						
Pension & Retirement		8,227,218		8,948,910		8,725,795
Workers' Compensation		732,731		748,262		749,331
Health Benefits		6,599,455		6,658,031		7,140,840
Overtime and Shift Differential		3,824,959		4,189,215		4,216,026
FICA		2,704,239		2,834,200		2,838,553
Miscellaneous		311,420		314,720		316,780
TOTAL OTHER PERSONAL SERVICES		22,400,022		23,693,338		23,987,325
TOTAL PERSONAL SERVICES	515.25	54,361,146 *	525.25	56,558,801	528.35	56,906,908

* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

SHERIFF'S OFFICE
Administrative Services
Index #211100

ORIGIN/PURPOSE:

The Administrative Services Division provides financial, managerial, and technical support to all the divisions of the agency. Responsibilities include oversight of budget development and monitoring, planning and research, crime analysis, record management, employee training, quartermaster/fleet management, computer operations, and property management. The Administrative Services Division is comprised of non-enforcement units that are tasked with providing administrative, financial, managerial, and technical support to all divisions of the agency.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	5,935,211	5,899,834	5,701,497	5,837,945	5,837,945
20 CONTRACTUAL SERVICES	944,721	1,200,812	1,049,356	1,164,397	1,164,397
30 SUPPLIES AND MATERIALS	98,836	105,979	100,740	109,992	109,992
40 BUSINESS AND TRAVEL	320,805	318,153	328,943	332,727	332,727
50 CAPITAL OUTLAY	422,989	704,832	0	0	0
70 MISCELLANEOUS	8,356	4,401	6,000	6,000	6,000
GRAND TOTAL	<u>7,730,918</u>	<u>8,234,011</u>	<u>7,186,536</u>	<u>7,451,061</u>	<u>7,451,061</u>

FUNDING SOURCE:

11 GENERAL	<u>7,730,918</u>	<u>8,234,011</u>	<u>7,186,536</u>	<u>7,451,061</u>	<u>7,451,061</u>

SHERIFF'S OFFICE
Administrative Services
Index #211100

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
5,701,497	5,837,945	136,448	<u>PERSONNEL SERVICES</u> The increase to personnel services is the net result of three positions transferred into this division from another within the Sheriff's Office as well as additional funds for health benefit cost increase and staff opting for changes in coverage level offset by salary adjustments and staff turnover
1,049,356	1,164,397	115,041	<u>CONTRACTUAL SERVICES</u> Telephone service, data processing software maintenance, and building/custodial services were all increased based on actual expense history as well as a health and wellness consultant added in FY 15
100,740	109,992	9,252	<u>SUPPLIES AND MATERIALS</u> Additional funds are to support supplies and materials for training, academy needs, promotional items and the replacement of bullet trap membrane at the firing range
328,943	332,727	3,784	<u>BUSINESS AND TRAVEL</u> Vehicle maintenance costs increased based on actual expense history

DIVISION STAFF SUMMARY

Administration

Index #211100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Sheriff	1.00	111,786	1.00	113,732	1.00	108,577
Chief Deputy	1.00	129,293	1.00	134,472	1.00	134,472
Major	1.00	121,181	1.00	126,027	2.00	227,281 A
Captain	2.00	198,536	4.00	407,119	3.00	302,349 B
Lieutenant	3.00	261,789	0.00	0	0.00	0
Sergeant	2.00	154,273	3.00	240,635	2.00	162,781 C
Corporal	2.00	155,584	2.00	161,803	1.00	67,621 D
Sr. Deputy First Class	0.00	0	3.00	222,768	3.00	222,768
Deputy First Class	4.00	277,845	0.00	0	0.00	0
Budget Manager	1.00	85,613	1.00	89,045	1.00	89,045
Computer Manager	1.00	67,600	1.00	70,304	1.00	70,304
Public Information Officer	1.00	61,589	1.00	74,568	1.00	74,568
Human Resources Manager	1.00	80,350	1.00	83,928	1.00	83,928
Information Technology Specialist	1.00	69,992	1.00	72,800	1.00	72,800
Law Enforcement Analyst Manager	1.00	62,192	1.00	64,688	1.00	64,688
Law Enforcement Records Administrator	1.00	83,595	1.00	86,944	1.00	86,944
Human Resources Specialist	1.00	50,107	1.00	54,933	1.00	54,933
Planning and Research Specialist	0.00	0	0.00	0	1.00	46,509 E
Public Information Specialist	0.00	0	0.00	0	1.00	47,694 F
Quartermaster Fleet Manager	1.00	63,482	1.00	66,019	1.00	66,019
Training Manager	0.00	0	0.00	0	1.00	83,928 G
Applicant Investigator	2.00	108,430	2.00	112,778	2.00	112,778
Law Enforcement Analyst	2.00	99,216	2.00	103,189	2.00	103,189
Computer Resources Technician	2.00	114,317	2.00	118,893	2.00	118,893
Fleet Technician	0.00	0	1.00	53,331	1.00	53,331
Grant Fiscal Technician	1.00	61,214	1.00	63,669	1.00	63,669
Property Manager	1.00	64,938	1.00	67,538	1.00	67,538
Law Enforcement Records Supervisor	4.00	187,700	4.00	195,208	4.00	195,208
Executive Office Manager	1.00	44,366	1.00	46,134	1.00	46,134
Accounting Clerk	1.00	57,075	1.00	59,363	1.00	38,750
Electronic Services Technician	0.00	0	0.00	0	1.00	50,253 H

DIVISION STAFF SUMMARY

Administration

Index #211100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Law Enforcement Training Coordinator	0.00	0	0.00	0	1.00	47,694 I
Administrative Support Technician	1.00	54,746	1.00	56,930	1.00	56,930
Law Enforcement Records Technician II	17.00	622,274	16.00	610,751	18.00	697,237 J
Property Management Assistant	1.00	33,904	1.00	35,256	1.00	35,256
Quartermaster Fleet Assistant	1.00	40,477	1.00	42,099	1.00	42,099
Law Enforcement Records Technician I	1.00	29,307	2.00	60,944	0.00	0
SUB-TOTAL FULL-TIME SALARIES	60.00	3,552,771	60.00	3,695,868	63.00	3,796,168
SALARY ADJUSTMENTS		23,614		0		0
TOTAL FULL-TIME SALARIES	60.00	3,576,385	60.00	3,695,868	63.00	3,796,168
TEMPORARY SALARIES		209,278		192,697		183,725
SALARY TOTAL	60.00	3,785,663	60.00	3,888,565	63.00	3,979,893
OTHER PERSONAL SERVICES						
Pension & Retirement		596,595		545,258		522,019
Workers' Compensation		48,251		49,765		46,763
Health Benefits		701,367		665,805		728,186
Overtime and Shift Differential		215,359		222,000		222,970
FICA		301,676		312,404		320,434
Miscellaneous		17,900		17,700		17,680
TOTAL OTHER PERSONAL SERVICES		1,881,148		1,812,932		1,858,052
TOTAL PERSONAL SERVICES	60.00	5,666,811 *	60.00	5,701,497	63.00	5,837,945

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DIVISION STAFF SUMMARY

Administration

Index #211100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

A - One (1) Major position transferred out and Two (2) Major positions transferred in from other divisions within the Sheriff's Office

B - One (1) Captain position transferred out of Administration

C - One (1) Sergeant position transferred out of Administration

D - One (1) Corporal position transferred in from Patrol Services and One (1) Corporal position transferred out

E - One (1) Planning and Research Specialist transferred in from other division within the Sheriff's Office

F - One (1) Public Information Specialist position transferred in from other division within the Sheriff's Office

G - One (1) Training Manager position transferred in from other division within the Sheriff's Office

H - One (1) Electronic Services Technician position transferred in from other division within Sheriff's Office

I - One (1) Corporal position reclassified to civilian Law Enforcement Training Coordinator

J - One (1) Law Enforcement Records Technician II position transferred in from other division within Sheriff's Office and One (1) Law Enforcement Records Technician II position transferred out; and Two (2) Law Enforcement Records Technician I positions were promoted to Law Enforcement Records Technician II

SHERIFF'S OFFICE
Patrol Operation
Index #211200

ORIGIN/PURPOSE:

The Patrol Operations Division responds to calls for service, enforces law, prevents crime, and apprehends violators. To perform these functions, deputies are assigned to three shifts that patrol ten sections within Harford County.

Additionally, to assist in achieving its mission, this Division has 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	22,388,700	22,726,566	23,067,870	23,151,833	23,151,833
20 CONTRACTUAL SERVICES	216,988	793,865	837,010	351,725	351,725
30 SUPPLIES AND MATERIALS	417,198	567,774	437,283	428,628	428,628
40 BUSINESS AND TRAVEL	1,042,777	953,688	1,141,234	1,141,234	1,141,234
50 CAPITAL OUTLAY	2,434,404	1,203,963	137,550	137,550	137,550
70 MISCELLANEOUS	417	601	0	0	0
GRAND TOTAL	26,500,484	26,246,457	25,620,947	25,210,970	25,210,970

FUNDING SOURCE:

11 GENERAL	26,500,484	26,246,457	25,620,947	25,210,970	25,210,970

SHERIFF'S OFFICE
Patrol Operation
Index #211200

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
23,067,870	23,151,833	83,963	<u>PERSONAL SERVICES</u> This division realizes an increase as a result of full-time staff transfers between divisions within the Sheriff's Office, increase in hours/status of fifteen (15) School Crossing Guards, salary adjustments, and health benefits; offset slightly by adjustments to pension and workers' compensation.
837,010	351,725	(485,285)	<u>CONTRACTUAL SERVICES</u> Decreased funding is the net result of appropriation not required for FY 15 for Auto and General Liability and Property Damage insurance due to sufficient funds in the Self Insurance Fund. Adjustments were made to unemployment insurance and fees associated with subpoena record requests for a slight increase based on actual expense history.
437,283	428,628	(8,655)	<u>MATERIALS AND SUPPLIES</u> Net decrease is due to various operating expenses such as office supplies, printing, and safety equipment adjusted based on actuals
137,550	137,550	0	<u>CAPITAL OUTLAY</u> Funds provide for police packages for replacement vehicles

DIVISION STAFF SUMMARY
Patrol Operations
Index #211200

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	1.00	110,885	2.00	227,281	1.00	122,346 A
Captain	3.00	311,562	3.00	320,986	3.00	320,986
Lieutenant	7.00	625,686	7.00	653,974	8.00	726,816 B
Sergeant	21.00	1,671,553	22.00	1,823,388	22.00	1,791,211
Corporal	15.00	1,029,229	18.00	1,264,702	17.00	1,210,560 C
Sr. Deputy First Class	0.00	0	41.00	2,881,030	52.00	3,534,898 D
Deputy First Class	143.00	8,119,817	88.00	4,814,374	86.00	4,606,598 E
Deputy	4.00	181,460	12.00	566,088	5.00	242,945 F
Electronic Services Technician	0.00	0	1.00	53,331	0.00	0 G
Administrative Support Technician	2.00	104,811	2.00	108,992	2.00	108,992
Law Enforcement Records Technician II	1.00	53,934	1.00	56,098	1.00	34,424
School Crossing Guard	0.00	0	0.00	0	1.00	30,472 H
SUB-TOTAL FULL-TIME SALARIES	197.00	12,208,937	197.00	12,770,244	198.00	12,730,248
SALARY ADJUSTMENTS		230,863		0		0
TOTAL FULL-TIME SALARIES	197.00	12,439,800	197.00	12,770,244	198.00	12,730,248
PART-TIME SALARIES						
Crossing Guard	5.25	153,862	5.25	159,978	6.35	193,497
TOTAL PART-TIME SALARIES	5.25	153,862	5.25	159,978	6.35	193,497
TEMPORARY SALARIES		242,934		255,833		265,234
SALARY TOTAL	202.25	12,836,596	202.25	13,186,055	204.35	13,188,979

DIVISION STAFF SUMMARY
Patrol Operations
Index #211200

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		3,538,966		3,940,135		3,773,513
Workers' Compensation		328,653		338,635		339,055
Health Benefits		2,806,748		2,786,102		3,032,101
Overtime and Shift Differential		1,392,600		1,554,000		1,554,000
FICA		1,070,413		1,127,463		1,127,505
Miscellaneous		136,280		135,480		136,680
TOTAL OTHER PERSONAL SERVICES		9,273,660		9,881,815		9,962,854
TOTAL PERSONAL SERVICES	202.25	22,110,256 *	202.25	23,067,870	204.35	23,151,833

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DIVISION STAFF SUMMARY
Patrol Operations
Index #211200

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

- A - One(1) Major position transferred in from other division within Sheriff's Office and two (2) Major positions transferred out
- B - One (1) Lieutenant position transferred in from other division within Sheriff's Office; one (1) vacant Lieutenant position filled as a Deputy; and One (1) Sergeant position promoted to Lieutenant
- C - Two (2) Corporal positions transferred in from other division within Sheriff's Office and two (2) Corporal positions transferred out; two (2) vacant Corporal positions filled as Deputy First Class; one (1) Deputy First Class position promoted to Corporal; two (2) Sr. Deputy First Class positions promoted to Corporal; one (1) Corporal position promoted to Sergeant; and one (1) Corporal downgraded to Deputy First Class
- D - One (1) Sr. Deputy First Class position transferred in from other division within Sheriff's Office; one (1) vacant Sr. Deputy First Class position filled as Deputy; eleven (11) Deputy First Class positions promoted to Sr. Deputy First Class; and two (2) Sr. Deputy First Class positions were promoted to Corporal
- E - Three (3) Deputy First Class positions transferred in from other divisions within Sheriff's Office; seven (7) Deputy First Class positions transferred out; one (1) Deputy First Class position promoted to Corporal; one (1) Corporal position was downgraded to Deputy First Class; ten (10) Deputy positions were promoted to Deputy First Class; eleven (11) Deputy First Class positions were promoted to Sr. Deputy First Class; one (1) vacant Deputy First Class was downgraded to Deputy; two (2) vacant Deputy positions were filled as Deputy First Class; and two (2) vacant Corporal positions were filled as Deputy First Class
- F - Ten (10) Deputy positions promoted to Deputy First Class; one (1) vacant Deputy First Class downgraded to Deputy; one (1) vacant Lieutenant position downgraded to Deputy; two (2) vacant Sergeant positions downgraded to Deputy; one (1) vacant Sr. Deputy First Class downgraded to Deputy; and two (2) vacant Deputy positions filled as Deputy First Class
- G - One (1) Electronic Services Technician position transferred out to other division within Sheriff's Office
- H - One (1) part-time Security Guard position was changed to full-time

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$11,158	\$11,010	\$10,166	\$51,563	\$51,563
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number convicted of misdemeanor offenses (Tier One)	30	33	39	41	45
Number convicted of non-contact felonies or contact misdemeanors (Tier Two)	18	26	26	27	31
Number convicted of contact felonies (Tier Three)	154	153	171	203	210
<u>Efficiency:</u>					
Average number of attempts per verification	1.3	1.2	1.2	1.3	1.3
<u>Service Quality:</u>					
Average number of residential verifications per registrant	5.2	3.8	3.6	3.8	3.7
<u>Outcome:</u>					
Average number of verifications per year per registrant	5.2	3.8	3.6	3.8	3.7

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.

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 80% annually.

County Goal(s) Supported

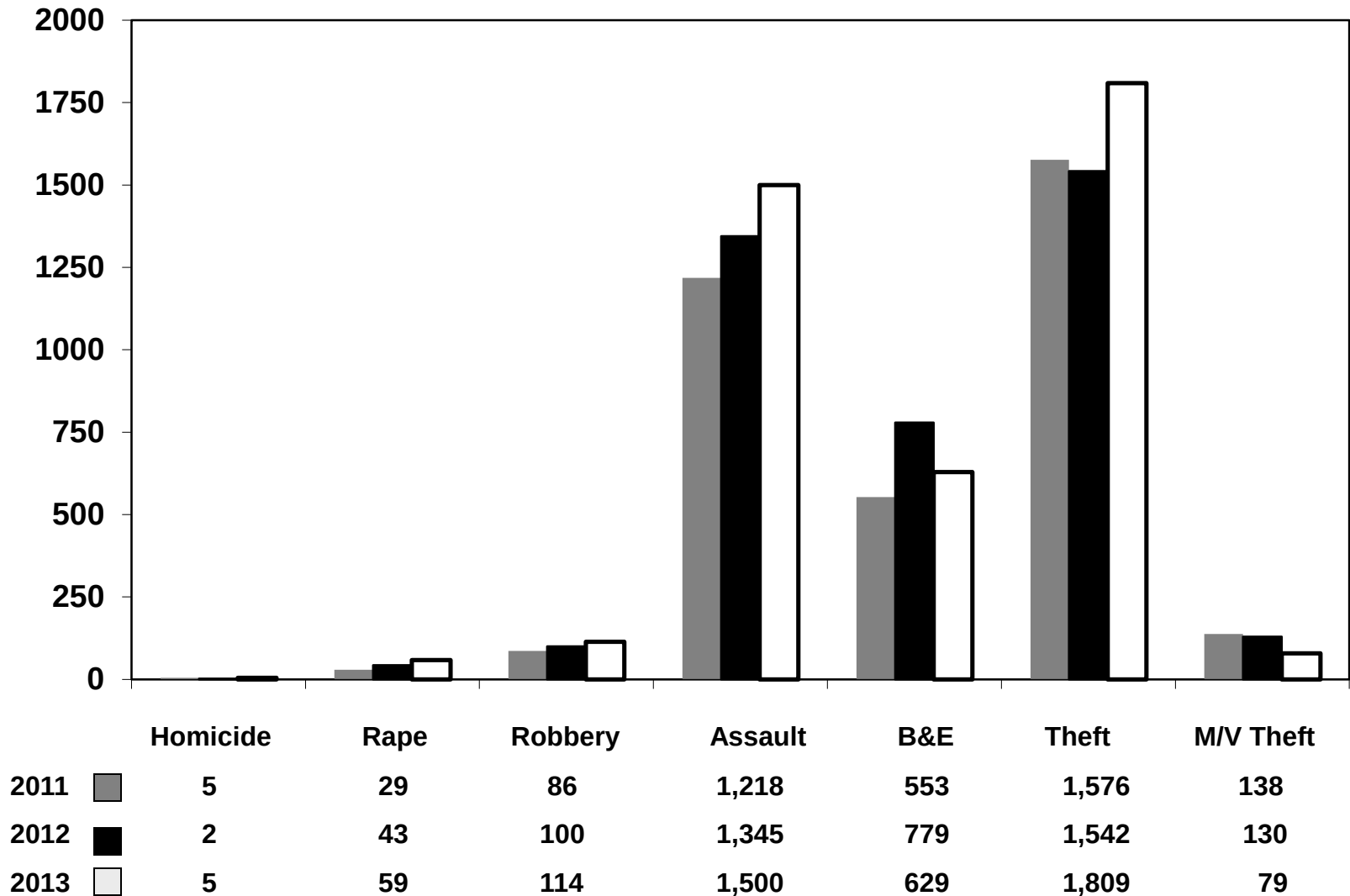
I. Public Safety

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Number of Civil Deputies	9	8	8	9	9
Operating Budget Allocated	\$1,055,463	\$913,147	\$871,670	\$1,049,812	\$1,050,000
<u>Output:</u>					
Number of papers received	44,097	40,291	45,126	46,931	48,808
<u>Efficiency:</u>					
Number of papers served	43,276	33,433	37,048	38,076	39,599
Number of papers served per Civil Deputy	4,808	4,179	4,631	4,230	4,400
<u>Service Quality:</u>					
Number of papers unable to be served	821	6,858	8,078	8,855	9,209
Average number of service attempts per paper	5.0	5.0	5.0	4.0	4.0
<u>Outcome:</u>					
Annual service rate percentage	98.10%	83.00%	82.00%	81.00%	81.00%

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 80% annually. Service of these processes is mandated by State statutes.

Harford County Sheriff's Office Crime Statistics



SHERIFF'S OFFICE
Investigative Services
Index #211300

ORIGIN/PURPOSE:

The Investigative Services Bureau is responsible for the in-depth investigation of designated serious crimes, drug offenses, and homeland security issues reported to the Sheriff's Office. To accomplish its mission, the Bureau is divided into two divisions: Criminal Investigation and Special Investigation.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	6,717,167	6,869,983	6,931,560	6,831,978	6,831,978
20 CONTRACTUAL SERVICES	601,790	664,383	668,563	658,011	658,011
30 SUPPLIES AND MATERIALS	41,317	52,413	47,290	50,880	50,880
40 BUSINESS AND TRAVEL	359,028	344,043	385,293	393,199	393,199
50 CAPITAL OUTLAY	22,087	171,897	0	0	0
70 MISCELLANEOUS	57,500	60,000	65,000	75,000	75,000
GRAND TOTAL	<u>7,798,889</u>	<u>8,162,719</u>	<u>8,097,706</u>	<u>8,009,068</u>	<u>8,009,068</u>

FUNDING SOURCE:

11 GENERAL	<u>7,798,889</u>	<u>8,162,719</u>	<u>8,097,706</u>	<u>8,009,068</u>	<u>8,009,068</u>

SHERIFF'S OFFICE
Investigative Services
Index #211300

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
6,931,560	6,831,978	(99,582)	<u>PERSONAL SERVICES</u> This division realizes a decrease as a result of staff transfers within the Sheriff's Office net of one less position and pension adjustments. Offset slightly by increases in health benefits, shift differential, step/grade adjustments, staff turnover and temporary salaries based on actual expense history
668,563	658,011	(10,552)	<u>CONTRACTUAL SERVICES</u> Net decrease is due to fees associated with subpoena requests, video analysis consultant, wiretap and records database maintenance contracts adjusted based on actual expense history
47,290	50,880	3,590	<u>MATERIALS AND SUPPLIES</u> Additional funds are provided for vest replacement and evidence collection supplies based on actual expense history
385,293	393,199	7,906	<u>BUSINESS AND TRAVEL</u> County vehicle repair and fuel costs increased based on actual expense history
65,000	75,000	10,000	<u>MISCELLANEOUS</u> Investigative funds for narcotics purchases, payments to informants and intel/homeland defense increased based on actual expense history

DIVISION STAFF SUMMARY
Investigative Services
Index #211300

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	1.00	117,645	1.00	122,346	1.00	126,027 A
Captain	3.00	305,406	2.00	206,482	2.00	206,482
Lieutenant	3.00	259,272	3.00	269,631	3.00	269,631
Sergeant	5.00	399,902	5.00	413,545	5.00	413,545
Corporal	6.00	418,871	6.00	435,636	5.00	341,682 B
Sr. Deputy First Class	0.00	0	18.00	1,262,044	21.00	1,453,550 C
Deputy First Class	29.00	1,767,849	11.00	630,282	9.00	490,110 D
Deputy	1.00	45,365	0.00	0	0.00	0
Computer Forensics Examiner	1.00	53,539	1.00	55,682	1.00	68,474
Public Information Specialist	0.00	0	1.00	47,694	0.00	0 E
Law Enforcement Analyst	1.00	47,445	1.00	49,338	1.00	49,338
Sex Offender Verification Investigator	1.00	48,880	1.00	50,835	1.00	50,835
Electronic Surveillance Technician	1.00	56,014	1.00	58,261	1.00	58,261
Financial Investigator	1.00	56,014	1.00	51,771	1.00	51,771
TRAC Coordinator	1.00	48,318	1.00	50,253	1.00	50,253
Victims' Services Coordinator	1.00	41,683	1.00	43,347	1.00	43,347
Administrative Support Technician	2.00	101,379	2.00	105,435	2.00	105,435
Law Enforcement Records Technician II	2.00	77,043	2.00	80,143	2.00	80,143
SUB-TOTAL FULL-TIME SALARIES	59.00	3,844,625	58.00	3,932,725	57.00	3,858,884
SALARY ADJUSTMENTS		82,805		0		0
TOTAL FULL-TIME SALARIES	59.00	3,927,430	58.00	3,932,725	57.00	3,858,884
TEMPORARY SALARIES		95,297		67,077		89,717
SALARY TOTAL	59.00	4,022,727	58.00	3,999,802	57.00	3,948,601

DIVISION STAFF SUMMARY
Investigative Services
Index #211300

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		988,932		1,044,373		999,933
Workers' Compensation		95,147		95,109		95,657
Health Benefits		849,439		837,215		829,561
Overtime and Shift Differential		525,000		561,215		569,288
FICA		340,889		349,226		345,058
Miscellaneous		45,460		44,620		43,880
TOTAL OTHER PERSONAL SERVICES		2,844,867		2,931,758		2,883,377
TOTAL PERSONAL SERVICES	59.00	6,867,594 *	58.00	6,931,560	57.00	6,831,978

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) Major position transferred in from other division within Sheriff's Office and one (1) Major position transferred out
- B - Three (3) Corporal positions transferred in from other division within Sheriff's Office and four (4) Corporal positions transferred out
- C - One (1) Sr. Deputy First Class position transferred in from other division within Sheriff's Office and one (1) Sr. Deputy First Class position transferred out; and three (3) Deputy First Class positions were promoted to Sr. Deputy First Class
- D- One (1) Deputy First Class position transferred in from other division within Sheriff's Office; and three (3) Deputy First Class positions promoted to Sr. Deputy First Class
- E - One (1) Public Information Specialist position transferred out to other division within the Sheriff's Office

SHERIFF'S OFFICE
Correctional Services
Index #212000

ORIGIN/PURPOSE:

Correctional Services oversees the Harford County Detention Center which houses pre-trial, pre-sentenced, and sentenced adults; and provides religious, psychiatric, medical and educational programs to inmates. It administers Work Release Home Detention and Pre-Trial Release Programs and detail assignments and opportunities to non-violent, low risk inmates. The staff provides 24 hour security and generates those reports required by the Courts, State's Attorney, Maryland Department of Corrections, and other associated agencies, as well as those required by State and National Correctional Standards for Accreditation.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	15,392,736	15,325,639	15,947,369	16,334,986	16,334,986
20 CONTRACTUAL SERVICES	3,283,651	3,713,892	4,614,808	4,621,143	4,621,143
30 SUPPLIES AND MATERIALS	1,157,259	1,359,447	1,328,405	1,352,766	1,352,766
40 BUSINESS AND TRAVEL	11,006	17,564	10,296	10,296	10,296
50 CAPITAL OUTLAY	215,243	83,674	0	0	0
GRAND TOTAL	20,059,895	20,500,216	21,900,878	22,319,191	22,319,191

FUNDING SOURCE:

11 GENERAL	20,059,895	20,500,216	21,900,878	22,319,191	22,319,191

SHERIFF'S OFFICE
Correctional Services
Index #212000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
15,947,369	16,334,986	387,617	<u>PERSONAL SERVICES</u> Increase is the net result of restoration of salary offset for half-year for ten Officer Recruit positions approved in the FY 14 Budget, additional funds for security clerks, a transport officer, maintenance assistant, exercise officer and a Prison Rape Elimination Act (PREA) Coordinator; health benefits and pension adjustments offset by staff turnover
4,614,808	4,621,143	6,335	<u>CONTRACTUAL SERVICES</u> Net increase is due to unemployment insurance, facility repairs and custodial services increased based on actual expenses, offset by no appropriation required for auto and general liability and property damage insurance for FY 15 due to sufficient balance in the fund
1,328,405	1,352,766	24,361	<u>MATERIALS AND SUPPLIES</u> Various operating expenses such as office and paper supplies, meals, equipment repair parts, and paint were adjusted based on actuals

DIVISION STAFF SUMMARY
Correctional Services
Index #212000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	1.00	97,698	1.00	107,786	1.00	107,786
Captain	2.00	172,973	3.00	250,974	2.00	166,442 A
Lieutenant	9.00	666,514	7.00	501,426	8.00	587,476 B
Sergeant	13.00	848,037	12.00	805,586	12.00	791,858 C
Corporal	15.00	878,989	14.00	823,660	14.00	760,117 D
Officer First Class	87.00	4,187,393	76.00	3,831,719	81.00	4,054,904 E
Officer	4.00	160,824	18.00	752,544	23.00	975,543 F
Officer Recruit	0.00	0	10.00	407,260	0.00	0
Warden	1.00	113,027	1.00	117,541	1.00	117,541
Classification Supervisor	1.00	65,978	1.00	68,619	1.00	68,619
Corrections Records Administrator	1.00	81,141	1.00	84,386	1.00	84,386
Special Projects Coordinator	1.00	72,093	1.00	74,984	1.00	43,347
Standards/Accreditation Manager	1.00	65,374	1.00	67,995	1.00	67,995
Pre-Trial Services Coordinator	2.00	116,938	2.00	94,432	2.00	94,432
Classification Counselor	3.00	131,456	3.00	134,076	3.00	130,041
Community Services Coordinator	1.00	41,683	1.00	43,347	1.00	43,347
Commissary Coordinator	1.00	43,035	1.00	40,976	1.00	40,976
Corrections Quartermaster	1.00	54,517	1.00	56,701	1.00	56,701
Corrections Records Supervisor	1.00	60,466	1.00	62,878	1.00	62,878
Program Coordinator	1.00	43,035	1.00	44,762	1.00	44,762
Maintenance Officer	3.00	134,596	3.00	139,984	3.00	139,984
Corrections Records Technician I	0.00	0	0.00	0	1.00	30,472 G
Corrections Records Technician II	4.00	153,421	4.00	177,215	3.00	125,153 H
Inmate Property Coordinator	1.00	45,552	1.00	47,382	1.00	47,382
Corrections Record Clerk	2.00	76,523	2.00	79,581	2.00	79,581
SUB-TOTAL FULL-TIME SALARIES	156.00	8,311,263	166.00	8,815,814	166.00	8,721,723

DIVISION STAFF SUMMARY
Correctional Services
Index #212000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
SALARY OFFSET		<u>0</u>		<u>(203,630)</u>		<u>0</u>
TOTAL FULL-TIME SALARIES	156.00	8,311,263	166.00	8,612,184	166.00	8,721,723
TEMPORARY SALARIES		<u>73,803</u>		<u>124,481</u>		<u>172,190</u>
SALARY TOTAL	156.00	8,385,066	166.00	8,736,665	166.00	8,893,913
OTHER PERSONAL SERVICES						
Pension & Retirement		2,437,624		2,676,358		2,747,921
Workers' Compensation		205,969		207,400		213,810
Health Benefits		1,824,117		1,940,677		2,075,043
Overtime and Shift Differential		1,360,000		1,510,000		1,513,098
FICA		745,110		783,629		796,101
Miscellaneous		<u>88,440</u>		<u>92,640</u>		<u>95,100</u>
TOTAL OTHER PERSONAL SERVICES		6,661,260		7,210,704		7,441,073
TOTAL PERSONAL SERVICES	<u>156.00</u>	<u>15,046,326 *</u>	<u>166.00</u>	<u>15,947,369</u>	<u>166.00</u>	<u>16,334,986</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DIVISION STAFF SUMMARY
Correctional Services
Index #212000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

- A - One (1) vacant Captain position downgraded and filled as Officer; one (1) Captain position downgraded to Lieutenant; and one (1) Lieutenant position promoted to Captain
- B - One (1) Lieutenant position promoted to Captain; three (3) Sergeant positions promoted to Lieutenant; one (1) Captain position downgraded to Lieutenant; and two (2) vacant Lieutenant positions downgraded and filled as Officers
- C - Three (3) Sergeant positions promoted to Lieutenant; four (4) Corporal positions promoted to Sergeant; and one (1) vacant Sergeant position downgraded and filled as Officer
- D - One (1) vacant Corporal downgraded and filled as Officer; five (5) Officer First Class positions promoted to Corporal; and four (4) Corporal positions were promoted to Sergeant
- E - Four (4) vacant Officer positions filled as Officer First Class; five (5) Officer First Class positions promoted to Corporal; and six (6) Officer positions promoted to Officer First Class
- F - One (1) vacant Corporal positions downgraded and filled as Officer; two (2) vacant Lieutenant positions downgraded and filled as Officer; one (1) vacant Captain position downgraded and filled as Officer; one (1) vacant Sergeant position downgraded and filled as Officer; ten (10) Officer Recruit positions upgraded to Officer; six (6) Officer positions promoted to Officer First Class; and four (4) vacant Officer positions filled as Officer First Class
- G - One (1) Corrections Record Technician I position transferred in from other division within Sheriff's Office
- H - One (1) Corrections Record Technician II position transferred out

SHERIFF'S OFFICE
Inmate Welfare Fund
Index #212100

ORIGIN/PURPOSE:

In accordance with GASB Statement No. 34, this index is the appropriation authority for the Inmate Welfare account at the Harford County Detention Center.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	5,345	86,229	158,580	152,105	152,105
20 CONTRACTUAL SERVICES	14,037	25,651	56,437	74,222	74,222
30 SUPPLIES AND MATERIALS	332,140	400,469	405,234	513,280	513,280
40 BUSINESS AND TRAVEL	46,414	38,735	55,524	63,524	63,524
50 CAPITAL OUTLAY	25,331	1	47,500	47,500	47,500
GRAND TOTAL	423,267	551,085	723,275	850,631	850,631

FUNDING SOURCE:

11 GENERAL	423,267	551,085	723,275	850,631	850,631

SHERIFF'S OFFICE
Inmate Welfare Fund
Index #212100

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
158,580	152,105	(6,475)	<u>PERSONAL SERVICES</u> Funding adjusted based on actual expenses for a Library Aide and a Chaplain
56,437	74,222	17,785	<u>CONTRACTUAL SERVICES</u> Additional funds provided for inmate transportation and a re-entry consultant
405,234	513,280	108,046	<u>MATERIALS & SUPPLIES</u> Various expenses such as recreation, medical, and inmate supplies were adjusted based on actual expenses
55,524	63,524	8,000	<u>BUSINESS & TRAVEL</u> Additional funds are provided for inmate programs provided by Harford Community College, Open Doors and Habitat for Humanity
47,500	47,500	0	<u>CAPITAL OUTLAY</u> Funds provide for computer equipment for the Law Library, furniture for inmate classrooms and exercise equipment

DIVISION STAFF SUMMARY
Inmate Welfare Fund
Index #212100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>116,534</u>		<u>132,626</u>		<u>127,500</u>
SALARY TOTAL		<u><u>116,534</u></u>		<u><u>132,626</u></u>		<u><u>127,500</u></u>
OTHER PERSONAL SERVICES						
Pension & Retirement		10,488		14,152		7,869
Health Benefits		0		0		6,843
FICA		8,915		11,802		9,753
Miscellaneous		<u>0</u>		<u>0</u>		<u>140</u>
TOTAL OTHER PERSONAL SERVICES		<u>19,403</u>		<u>25,954</u>		<u>24,605</u>
TOTAL PERSONAL SERVICES		<u><u>135,937 *</u></u>		<u><u>158,580</u></u>		<u><u>152,105</u></u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

SHERIFF'S OFFICE
Court Services
Index #213000

ORIGIN/PURPOSE:

The Court Services Division is comprised of five integrated units that are responsible for a multitude of tasks that support Harford County's Judicial System. The Division's five units consist of the Civil Process Unit, Court Security Unit, Domestic Violence Unit, Office of Child Support Enforcement Unit, and the Warrant/Fugitive Unit. The primary responsibilities of the units are the service of papers generated from Harford County Courts, security of 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	4,602,224	4,566,690	4,751,925	4,598,061	4,598,061
20 CONTRACTUAL SERVICES	12,532	54,744	54,970	56,265	56,265
30 SUPPLIES AND MATERIALS	26,114	31,259	45,387	44,882	44,882
40 BUSINESS AND TRAVEL	275,152	252,214	285,850	285,850	285,850
50 CAPITAL OUTLAY	25,350	14,981	0	0	0
70 MISCELLANEOUS	306,743	322,987	315,397	319,503	319,503
GRAND TOTAL	<u>5,248,115</u>	<u>5,242,875</u>	<u>5,453,529</u>	<u>5,304,561</u>	<u>5,304,561</u>

FUNDING SOURCE:

11 GENERAL	<u>5,248,115</u>	<u>5,242,875</u>	<u>5,453,529</u>	<u>5,304,561</u>	<u>5,304,561</u>

SHERIFF'S OFFICE
Court Services
Index #213000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
4,751,925	4,598,061	(153,864)	<u>PERSONAL SERVICES</u> The net decrease of two position within this division due to transfers resulted in most of the savings in personal services, offset slightly by additional funds for shift differential and health benefits based on actual expenses
54,970	56,265	1,295	<u>CONTRACTUAL SERVICES</u> Slight increase for copier, x-ray machine and mailer/folder contracts
45,387	44,882	(505)	<u>SUPPLIES & MATERIALS</u> Funding adjusted for replacement vests, leg irons, handcuffs, flares, etc. based on actual expense history
315,397	319,503	4,106	<u>MISCELLANEOUS</u> County matching funds for the BOSE grant are increased slightly

DIVISION STAFF SUMMARY

Court Services

Index #213000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Captain	1.00	92,186	1.00	95,867	1.00	95,867
Lieutenant	1.00	86,341	1.00	89,794	1.00	89,794
Sergeant	5.00	434,720	5.00	424,735	5.00	419,992 A
Corporal	6.00	455,791	6.00	469,767	6.00	469,767
Sr. Deputy First Class	0.00	0	11.00	772,013	9.00	630,136 B
Deputy First Class	21.00	1,268,151	9.00	523,142	12.00	693,910 C
Deputy	0.00	0	2.00	94,348	0.00	0 D
Law Enforcement Records Technician II	4.00	179,900	4.00	169,458	4.00	169,458
SUB-TOTAL FULL-TIME SALARIES	38.00	2,517,089	39.00	2,639,124	38.00	2,568,924
SALARY OFFSET		(400,212)		(412,860)		(467,002) E
SALARY ADJUSTMENTS		45,408		0		0
TOTAL FULL-TIME SALARIES	38.00	2,162,285	39.00	2,226,264	38.00	2,101,922
TEMPORARY SALARIES		652,253		695,486		678,775
SALARY TOTAL	38.00	2,814,538	39.00	2,921,750	38.00	2,780,697

DIVISION STAFF SUMMARY
Court Services
Index #213000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		654,613		728,634		674,540
Workers' Compensation		54,711		57,353		54,046
Health Benefits		417,784		428,232		469,106
Overtime and Shift Differential		332,000		342,000		356,670
FICA		237,236		249,676		239,702
Miscellaneous		23,340		24,280		23,300
TOTAL OTHER PERSONAL SERVICES		1,719,684		1,830,175		1,817,364
TOTAL PERSONAL SERVICES	38.00	4,534,222 *	39.00	4,751,925	38.00	4,598,061

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Sergeant position transferred in from other division within Sheriffs Office and one (1) Sergeant position transferred out

B - Three (3) Sr. Deputy First Class positions transferred out to other division within Sheriff's Office; and one (1) Deputy First Class position was promoted to Sr. Deputy First Class

C - Four (4) Deputy First Class positions transferred in from other division within Sheriff's Officer and one (1) Deputy First Class position transferred out; one (1) Deputy First Class position promoted to Sr. Deputy First Class; and one (1) new Deputy First Class position created for Stop Gun Violence grant

D - Two (2) Deputy positions transferred out to other division within Sheriff's Office

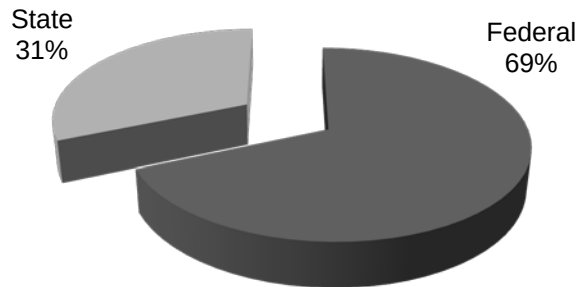
E - Salary offset for seven (7) positions offset by (Cooperative Reimbursement) @ \$416,396; and one (1) new position offset by the Stop Gun Violence grant @ \$50,606

FY15 Anticipated Grant Award Dollars

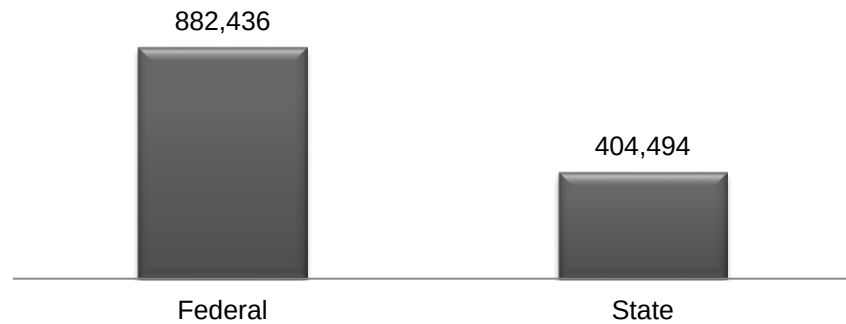
(July 1, 2014 to June 30, 2015)

SHERIFF'S OFFICE

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars
\$1,286,930*



of Anticipated Grant Awards: 10

Federal	5
State	5

Requested County Match	\$319,503

*Does not include County Match or Capital Projects

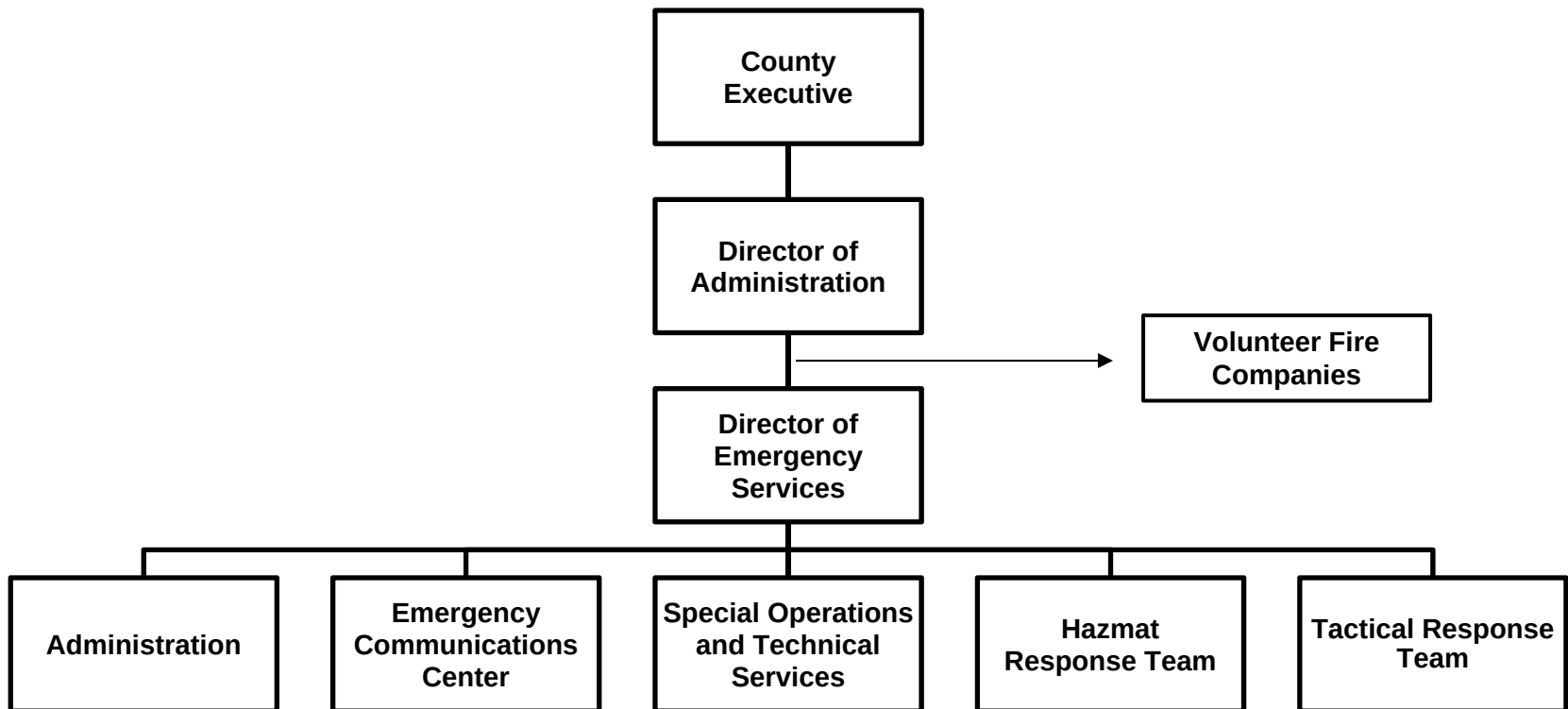
The Sheriff's Office anticipates receiving Federal and State grant monies to purchase much needed equipment as well as provide for human service programs.

Sheriff's Office - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Child Enforcement Administration Cooperative Reimbursement Agreement	This funding provides for 7 positions in the Sheriff's Office who concentrate their efforts specifically in the service of summonses, warrants and writs of paternity, AFDC child support cases and the data entry and tracking of each. This grant also funds the basic operating costs of this Unit	\$531,984			\$304,503	10/1/14-9/30/15	Recurring
Justice Assistance Grant	This funding allows the agency to purchase equipment for various Units such as the Violent Street Crimes Unit, Meghan's Law Unit, Crime Analysis Unit and Harford County Detention Center to include but not limited to cameras and supporting equipment, covert surveillance equipment, GPS tracking devices and computer monitors	\$39,304				10/1/13-9/30/16	Recurring
Maryland Highway Safety Office	This grant provides funding for deputies to work overtime to proactively seek out impaired and aggressive drivers in an effort to reduce the number of driving related injuries and fatalities in Harford County.	\$132,500				10/1/14 - 9/30/15	Recurring
STOP Gun Violence Reduction Grant	This grant funds the salary and partial benefits for one lateral deputy to fill the position created when an existing agency member was transferred into the Violent Street Crimes Unit. This grant will also provide overtime funding for deputies to conduct details such as covert investigations, to debrief suspects, develop confidential informants and to test fire and perform a trace on illegal firearms seized.		\$89,881			7/1/14 - 6/30/15	Recurring
Domestic Violence Initiative	This grant will supply overtime funding needed for the deputies to fulfill the obligation of processing and serving domestic violence orders, handle the required follow-up contacts, investigate reported cases and provide victims with the service and protection needed to prepare their cases for trial.	\$15,000			\$15,000	10/1/14 - 9/30/15	Recurring
Overtime Patrols/Public Awareness Grant	This grant provides overtime monies which allow the Sheriff's Office to fund a School Bus Safety Program. This program affords deputies the opportunity to target drivers who illegally pass school vehicles. In addition, this program established a partnership with Regal Cinemas in Abingdon, MD to air Public Service Announcements at their facility.		\$20,000			7/1/14 - 6/30/15	Recurring
Monitor Support Grant	This grant provides overtime monies for existing Sheriff's Office personnel to assist in the compliance and verification process of the sex offenders registered with the Harford County Sheriff's Office Sex Offender Registration Program as mandated by Maryland law.		\$20,000			7/1/14 - 6/30/15	Recurring

Sheriff's Office - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
HCSO - Victim Services Support	This grant provides training/travel funding for our victim Services Coordinator to attend the Annual North American Victim Assist Conference.		\$1,435			7/1/14 - 6/30/15	Recurring
Prison Rape Elimination Act	This funding allows the Sheriff's Office to hire a temporary PREA Coordinator, overtime for HCSO Deputies/Officers participating in the program and the purchase of equipment and supplies necessary to provide training to HCSO staff, Detention Center staff and surrounding Municipalities and the related travel expenses. These funds will allow a Licensed Therapist to provide crisis intervention services as needed for inmates and production of a training video	163,648				4/1/14 - 3/30/15	Recurring
Safe Streets Initiative	This grant provides for the salary and partial benefits of the Program Coordinator and Crime Analyst as well as overtime and related FICA for the surrounding municipalities and the Sheriff's Office staff to conduct details to apprehend individuals designated as violent offenders. This grant also pays for the partial salary and benefits of an existing Prosecutor in the State's Attorney's Office who is assigned to the Initiative on a part-time basis.		\$273,178			7/1/14 - 6/30/15	Recurring
TOTALS		\$882,436	\$404,494		\$319,503		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH	\$1,286,930	5	5				

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DEPARTMENT OF EMERGENCY SERVICES



DEPARTMENT OF EMERGENCY SERVICES

ORIGIN/PURPOSE:

The Department of Emergency Services (DES) was established pursuant to Executive Order 12-08 issued by County Executive David R. Craig in December of 2012 and became law February 17, 2013. This Department is responsible for receiving and disseminating all emergency requests in Harford County for fire, EMS, rescue, hazardous materials, and police incidents.

Training is provided for all agency members to include the Dispatch Academy, In-Service training to all agency employees, supervisors and management training for all applicable staff members.

The Department is the Emergency Management agency and primary Homeland Security Coordination agency for the County and is responsible for emergency plans including emergency plans for the Peach Bottom Atomic Power Station. It is responsible for all mitigation and preparedness response and recovery operations.

DES is responsible for response to hazardous materials incidents in the county and maintaining a fully equipped and operational hazmat team. Additionally, DES is responsible for providing technical rescue services for the county and maintaining a fully equipped and operational technical rescue team.

MISSION STATEMENT:

TO PROVIDE TIMELY, PROFESSIONAL AND COMPASSIONATE EMERGENCY AND SUPPORT SERVICES FOR BOTH CITIZEN AND PUBLIC SAFETY PROVIDERS ALL DAY, EVERY DAY IN AN EFFICIENT AND EFFECTIVE MANNER

FY 2014 - FY 2015 GOALS:

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

TO EDUCATE HARFORD COUNTY CITIZENS ON THE PROPER USE OF EMERGENCY 911

TO PROVIDE AN EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES

TO ASSURE SERVICES WE OFFER MEET THE NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS

TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE

TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES

TO OFFER EFFECTIVE TECHNICAL RESCUE RESPONSE SERVICES

DEPARTMENT OF EMERGENCY SERVICES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	7,443,237	7,200,057	7,497,832	7,427,883	7,427,883
20 CONTRACTUAL SERVICES	6,043,785	6,122,548	6,079,913	5,974,584	5,974,584
30 SUPPLIES AND MATERIALS	244,146	254,052	104,300	102,000	102,000
40 BUSINESS AND TRAVEL	244,588	245,652	68,975	64,625	64,625
50 CAPITAL OUTLAY	18,927	169,715	0	0	0
70 MISCELLANEOUS	<u>6,540,312</u>	<u>6,546,273</u>	<u>6,407,256</u>	<u>6,407,559</u>	<u>6,412,559</u>
GRAND TOTAL	<u>20,534,995</u>	<u>20,538,297</u>	<u>20,158,276</u>	<u>19,976,651</u>	<u>19,981,651</u>
<u>SUMMARY BY FUND:</u>					
11 GENERAL	19,528,551	20,088,297	20,158,276	19,976,651	19,981,651
25 HIGHWAYS	847,269	300,000	0	0	0
51 WATER AND SEWER OPERATING	<u>159,175</u>	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	<u>20,534,995</u>	<u>20,538,297</u>	<u>20,158,276</u>	<u>19,976,651</u>	<u>19,981,651</u>

DEPARTMENT OF EMERGENCY SERVICES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DIVISION:</u>					
221000 ADMINISTRATION	3,524,709	3,700,414	4,227,874	4,428,341	4,428,341
222100 EMERGENCY COMMUNICATIONS CNT	5,759,193	5,702,289	6,040,552	5,932,268	5,932,268
222200 SUPPORT SERVICES	2,871,984	3,089,107	2,752,619	2,407,622	2,407,622
223000 VOLUNTEER FIRE COMPANIES	6,787,361	6,870,485	6,724,642	6,724,642	6,724,642
225000 HAZMAT RESPONSE TEAM	312,112	307,321	372,219	376,128	376,128
226000 RESCUE SUPPORT	0	0	40,370	107,650	112,650
229000 NATURAL DISASTERS	273,192	418,681	0	0	0
<u>HIGHWAYS FUND:</u>					
229025 NATURAL DISASTERS	847,269	300,000	0	0	0
<u>WATER AND SEWER FUND:</u>					
229051 NATURAL DISASTERS	<u>159,175</u>	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	<u><u>20,534,995</u></u>	<u><u>20,538,297</u></u>	<u><u>20,158,276</u></u>	<u><u>19,976,651</u></u>	<u><u>19,981,651</u></u>

DEPARTMENT OF EMERGENCY SERVICES

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
7,497,832	7,427,883	(69,949)	<u>PERSONAL SERVICES</u> Decrease is the net result of salary, pension, and worker's compensation adjustments and health benefits decrease offset by an increase in temporary salaries for both hazardous material response team and rescue support for additional personnel. Also an increase in PEHP (Post Employment Health Plan)
6,079,913	5,974,584	(105,329)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of lower Motorola Maintenance contract and auxiliary power system repairs, with a phone maintenance contract being eliminated. This was offset by additional funding for higher electricity expenses and other general expenses for new larger Department of Emergency Services building. Increase in professional services due to Harford County Sheriff's Office overtime for radio repairs now being charged to Department of Emergency Services per Treasury's recommendations
104,300	102,000	(2,300)	<u>SUPPLIES AND MATERIALS</u> Decrease is the net result of one time FY 14 expense of purchasing turn out gear for new personnel and reduced uniform costs offset by increase in delivery charges, meals and miscellaneous supplies based on actual expense history
68,975	64,625	(4,350)	<u>BUSINESS AND TRAVEL</u> Decrease is the result of vehicle maintenance, professional books and training seminars adjusted based on actual expense history
6,407,256	6,412,559	5,303	<u>MISCELLANEOUS</u> Increase is the net result of additional funding provided for Rescue Support Services - Canine Rescue

DEPARTMENT STAFF SUMMARY
DEPARTMENT OF EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	52,599	1.00	54,703	1.00	54,703
Administrative Budget Technician II	1.00	62,004	1.00	64,485	1.00	64,485
Administrative Secretary III	0.00	0	1.00	66,995	1.00	66,995
Administrator	1.00	105,000	0.00	0	0.00	0
Computer System Engineer I	2.00	97,663	0.00	0	0.00	0
Computer System Engineer IV	1.00	70,314	1.00	73,127	1.00	73,127
Deputy Director of Emergency Services	0.00	0	1.00	115,000	1.00	109,186
Deputy Manager, Emergency Operations	1.00	86,766	0.00	0	0.00	0
Director of Emergency Services	0.00	0	1.00	127,500	1.00	127,500
Electronic Services Technician	2.00	101,813	3.00	151,000	3.00	148,350
Grants Coordinator	1.00	65,436	1.00	68,054	1.00	68,054
Management Assistant I	0.00	0	1.00	65,000	1.00	67,000
Management Assistant II	0.00	0	1.00	78,330	1.00	78,330
Manager, Emergency Services	1.00	105,000	0.00	0	0.00	0
Planner I	1.00	50,000	3.00	156,000	2.00	93,156
Planner II	1.00	70,306	1.00	73,118	2.00	126,678
Public Safety Dispatcher, Probationary	7.00	211,400	6.00	181,200	6.00	183,616
Public Safety Dispatcher I	6.00	198,600	5.00	168,148	5.00	168,148
Public Safety Dispatcher II	13.00	484,900	4.00	155,168	5.00	192,468
Public Safety Dispatcher III	33.00	1,487,822	44.00	1,988,809	45.00	2,037,735
Public Safety Hazmat Manager	1.00	48,316	1.00	50,249	1.00	50,249
Public Safety Manager	3.00	204,112	3.00	212,276	3.00	212,276
Public Safety Shift Manager	3.00	208,292	4.00	246,095	3.00	191,095
Public Safety Supervisor	13.00	728,999	11.00	637,173	10.00	579,971
FULL-TIME SALARIES	92.00	4,439,342	94.00	4,732,430	94.00	4,693,122
SALARY OFFSET		(122,290)		(171,667)		(241,767)
TOTAL FULL-TIME SALARIES	92.00	4,317,052	94.00	4,560,763	94.00	4,451,355
TEMPORARY SALARIES		144,600		232,100		294,600
SALARY TOTAL	92.00	4,461,652	94.00	4,792,863	94.00	4,745,955

**DEPARTMENT STAFF SUMMARY
EMERGENCY SERVICES**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		395,193		468,218		449,444
Workers' Compensation		16,117		45,551		43,770
Health Benefits		1,010,935		1,133,080		1,109,829
Overtime & Shift Differential		530,700		546,700		546,700
PEHP		0		77,583		101,936
FICA		391,270		420,677		417,369
Miscellaneous		12,880		13,160		12,880
TOTAL OTHER PERSONAL SERVICES		2,357,095		2,704,969		2,681,928
TOTAL PERSONAL SERVICES	92.00	6,818,747 *	94.00	7,497,832	94.00	7,427,883

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF EMERGENCY SERVICES**Administration****Index #221000****ORIGIN/PURPOSE:**

The Administration of the Department of Emergency Services (DES) 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 of all Emergency Services activities/programs.

FY 2014 - FY 2015 GOALS:

TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS TO REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING.

TO EDUCATE HARFORD COUNTY CITIZENS ON THE PROPER USE OF EMERGENCY 911

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	392,465	568,269	1,051,987	1,033,235	1,033,235
20 CONTRACTUAL SERVICES	2,963,548	2,939,202	3,010,345	3,225,414	3,225,414
30 SUPPLIES AND MATERIALS	30,097	47,903	22,800	27,500	27,500
40 BUSINESS AND TRAVEL	16,309	20,942	21,075	20,525	20,525
50 CAPITAL OUTLAY	0	2,431	0	0	0
70 MISCELLANEOUS	122,290	121,667	121,667	121,667	121,667
GRAND TOTAL	3,524,709	3,700,414	4,227,874	4,428,341	4,428,341

FUNDING SOURCE:

11 GENERAL	3,524,709	3,700,414	4,227,874	4,428,341	4,428,341

DEPARTMENT OF EMERGENCY SERVICES Administration Index #221000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,051,987	1,033,235	(18,752)	<u>PERSONAL SERVICES</u> Decrease is the net result of salary, pension and health benefits reduced, offset by an increase in workers' compensation and PEHP (Post Employment Health Plan)
3,010,345	3,225,414	215,069	<u>CONTRACTUAL SERVICES</u> Increase is the net result of higher electricity and other contractual services for the new larger Department of Emergency Services building
22,800	27,500	4,700	<u>SUPPLIES AND MATERIALS</u> Increase is the net result of delivery charges, meals-special purpose and other supplies and materials adjusted based on actual expense history, offset by a decrease in uniform purchases
21,075	20,525	(550)	<u>BUSINESS AND TRAVEL</u> Decrease is the result of vehicle maintenance adjusted based on actual expense history

DIVISION STAFF SUMMARY

Administration

Index #221000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	52,599	1.00	54,703	1.00	54,703
Administrative Budget Technician II	1.00	62,004	1.00	64,485	1.00	64,485
Administrative Secretary III	0.00	0	1.00	66,995	1.00	66,995
Administrator	1.00	105,000	0.00	0	0.00	0
Deputy Director of Emergency Services	0.00	0	1.00	115,000	1.00	109,186
Deputy Manager, Emergency Operations	1.00	86,766	0.00	0	0.00	0
Director of Emergency Services	0.00	0	1.00	127,500	1.00	127,500
Grants Coordinator	1.00	65,436	1.00	68,054	1.00	68,054
Management Assistant I	0.00	0	1.00	65,000	1.00	67,000
Management Assistant II	0.00	0	1.00	78,330	1.00	78,330
Manager, Emergency Services	1.00	105,000	0.00	0	0.00	0
Planner I	1.00	50,000	1.00	52,000	0.00	0
Planner II	1.00	70,306	1.00	73,118	2.00	126,678 A
Public Safety Supervisor	1.00	58,335	1.00	60,668	1.00	60,668
FULL-TIME SALARIES	9.00	655,446	11.00	825,853	11.00	823,599
SALARY OFFSET		(122,290)		(121,667)		(121,667) B
SALARY TOTAL	9.00	533,156	11.00	704,186	11.00	701,932
OTHER PERSONAL SERVICES						
Pension & Retirement		58,990		82,585		74,527
Workers' Compensation		6,225		7,792		12,352
Health Benefits		113,181		154,628		128,354
Overtime & Shift Differential		16,000		32,000		32,000
PEHP		0		4,564		17,728
FICA		51,366		64,692		64,802
Miscellaneous		1,260		1,540		1,540
TOTAL OTHER PERSONAL SERVICES		247,022		347,801		331,303
TOTAL PERSONAL SERVICES	9.00	780,178 *	11.00	1,051,987	11.00	1,033,235

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Emergency Planner I position upgraded to a Planner II - #3586

B - Salary Offset available from The Emergency Management Performance Grant

EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To educate Harford County citizens on the proper use of emergency 911.

Department Objective

To increase the citizens educated by the public education program

County Goal(s) Supported

I. Public Safety

II. Education

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated (Dollars allocated includes 911 Education Program materials, overtime costs, & tent rental for Farm Fair)	\$1,000	\$1,752	0*	\$2,500	\$2,500
Number of staff hours used	226	201	104	250	250
<u>Output:</u>					
Number of events held to train citizens	28	25	21	30	30
<u>Efficiency:</u>					
Number of Staff Hours per event	8.07	8.04	4.16	8.33	4.00
<u>Service Quality:</u>					
Number of 911 Public Education training sessions requested	40	25	25	50	30
Percentage of requested training sessions that were completed	70%	100%	100%	100%	100%
<u>Outcome:</u>					
Total number of incoming calls to 911 Center	108,865	105,584	98,640	102,000	105,000
Total number of abandoned calls to 911 Center	12,314	10,504	9,532	10,000	9,450
Percentage of calls that are abandoned	11%	10%	10%	9%	9%

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.

* Existing materials used for education this year

DEPARTMENT OF EMERGENCY SERVICES
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 JFK Barracks of the Maryland State Police.

FY 2014 - FY 2015 GOALS:

TO PROVIDE EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES

TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	5,197,249	5,142,799	5,378,252	5,281,943	5,281,943
20 CONTRACTUAL SERVICES	536,020	460,463	633,725	623,250	623,250
30 SUPPLIES AND MATERIALS	10,327	18,707	11,500	11,500	11,500
40 BUSINESS AND TRAVEL	15,331	18,312	17,075	15,575	15,575
50 CAPITAL OUTLAY	0	62,274	0	0	0
70 MISCELLANEOUS	266	(266)	0	0	0
GRAND TOTAL	5,759,193	5,702,289	6,040,552	5,932,268	5,932,268

FUNDING SOURCE:

11 GENERAL	5,759,193	5,702,289	6,040,552	5,932,268	5,932,268

DEPARTMENT OF EMERGENCY SERVICES Emergency Communications Center Index #222100

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
5,378,252	5,281,943	(96,309)	<u>PERSONAL SERVICES</u> Decrease is the net result of salary, pension and workers' compensation adjustments offset by an increase in health benefits and PEHP (Post Employment Health Plan)
633,725	623,250	(10,475)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of phone maintenance contract being eliminated and an increase in repairing of dispatcher headsets based on actual expense history
17,075	15,575	(1,500)	<u>BUSINESS AND TRAVEL</u> Decrease is the result of vehicle maintenance adjusted based on actual expense history

DIVISION STAFF SUMMARY
Emergency Communications Center
Index #222100

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Public Safety Dispatcher, Probationary	7.00	211,400	6.00	181,200	6.00	183,616 A
Public Safety Dispatcher I	6.00	198,600	5.00	168,148	5.00	168,148 B
Public Safety Dispatcher II	13.00	484,900	4.00	155,168	5.00	192,468 C
Public Safety Dispatcher III	33.00	1,487,822	44.00	1,988,809	45.00	2,037,735 D
Public Safety Manager	1.00	64,229	1.00	66,798	1.00	66,798
Public Safety Shift Manager	3.00	208,292	4.00	246,095	3.00	191,095
Public Safety Supervisor	10.00	533,496	9.00	505,532	8.00	448,330
FULL-TIME SALARIES	73.00	3,188,739	73.00	3,311,750	73.00	3,288,190
SALARY OFFSET		0		0		(70,100) E
TOTAL FULL-TIME SALARIES	73.00	3,188,739	73.00	3,311,750	73.00	3,218,090
TEMPORARY SALARIES		43,000		43,000		43,000
SALARY TOTAL	73.00	3,231,739	73.00	3,354,750	73.00	3,261,090
OTHER PERSONAL SERVICES						
Pension & Retirement		286,987		331,175		321,809
Workers' Compensation		7,334		27,504		22,551
Health Benefits		764,212		832,681		840,213
Overtime & Shift Differential		470,000		470,000		470,000
PEHP		0		59,328		70,912
FICA		283,183		292,594		285,428
Miscellaneous		10,220		10,220		9,940
TOTAL OTHER PERSONAL SERVICES		1,821,936		2,023,502		2,020,853
TOTAL PERSONAL SERVICES	73.00	5,053,675 *	73.00	5,378,252	73.00	5,281,943

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Public Safety Shift Manager position filled as a Public Safety Dispatcher Probationary - #2155

Two (2) vacant Public Safety Dispatcher III positions filled as Public Safety Dispatcher Probationary - #2181 and #2620

B - Three (3) Public Safety Dispatcher Probationary positions upgraded to Public Safety Dispatcher I - #0078, #2535 and #2825

C - One (1) Public Safety Dispatcher I position upgraded to a Public Safety Dispatcher II - #3083

D - Two (2) Public Safety Dispatcher I positions upgraded to Public Safety Dispatcher III - #2821 and #3081

One (1) Public Safety Supervisor position voluntary demotion to Public Safety Dispatcher III - #1481

E - Salary Offset by unfunding Two (2) Dispatcher positions due to lower revenue estimates for FY 15 - #3144 and #1466

EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide an efficient dispatch system to assure citizens 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Minimum number of positions to staff (three shifts)	29	29	29	32	32
<u>Output:</u>					
Total number of 911 calls processed	108,865	105,584	98,640	102,000	105,000
Total number of Emergency Police dispatches (CI)	45,272	43,786	40,820	44,000	44,000
Total number of Emergency Medical Service/Fire dispatches	24,742	26,372	26,195	25,900	27,000
<u>Efficiency:</u>					
Number of Emergency Medical dispatch calls per minimum position	2,414	2,419	2,310	2,184	2,218
Percent of incoming 911 calls requiring Emergency dispatch	64.3%	66.4%	71.1%	62.4%	70.0%
<u>Service Quality:</u>					
Number of Emergency Medical Service calls reviewed by Quality Assurance	3,620	3,600	3,600	4,200	4,200
<u>Outcome:</u>					
Percent of calls scoring above 95 percentile in QA Review	99.0%	99.0%	99.0%	99.9%	99.0%
Percent of calls scoring above 75 percentile in QA Review	99.7%	99.7%	99.7%	100.0%	100.0%

Explanation and Analysis of Performance Measures

Total calls requiring Emergency Medical Dispatch calculated from CAD dispatch stats.

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

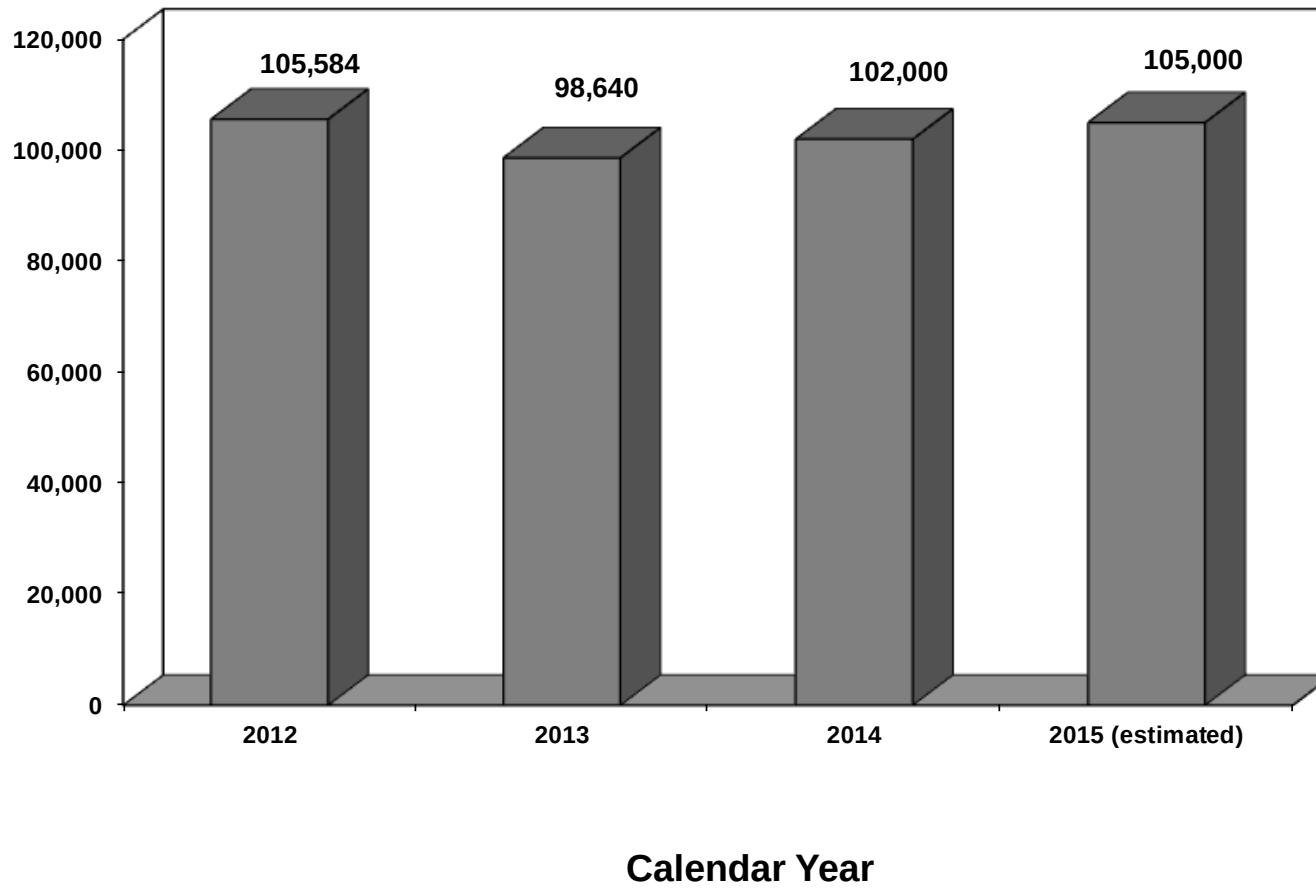
Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Average number of staff	65	62	62	69	69
<u>Output:</u>					
Number of calls received in Communications Center	276,454	251,830	233,606	290,000	290,000
Number of calls handled in 0-5 seconds	274,917	246,793	225,371	290,000	290,000
<u>Efficiency:</u>					
Number of calls per position per year	4,253	4,062	3,768	4,202	4,203
<u>Service Quality:</u>					
Number of Internal Investigations	33	16	36	10	10
<u>Outcome:</u>					
Percent of calls handled in 0-5 seconds	99.4%	98.0%	96.5%	99.9%	99.9%
Ratio of citizen complaints to calls received	1: 8,331	1: 15,739	1: 6,489	0	0

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.

DEPARTMENT OF EMERGENCY SERVICES

911 CALLS FOR SERVICE



DEPARTMENT OF EMERGENCY SERVICES
Support Services
Index #222200

ORIGIN/PURPOSE:

The Support Services staff provides for all areas of communication, information technology and Hazmat Response as well as the County's Mobile Communication Unit.

Support Services is responsible for the implementation of and recordkeeping associated with the Superfund Amendments and Reauthorization Act (SARA) Title III Law. This law mandates reporting of certain chemical inventories and regulates the responsibility of local jurisdictions pertaining to Hazardous Material Response and Community Right-to-Know planning.

SARA Title III, acts as the administrative arm of the Local Emergency Planning Committee (LEPC). Approximately 180 facilities in Harford County report to this committee. Site inspection of selected facilities that report under SARA Title III, are conducted by this agency.

The Support Services staff provides/maintains the operations and maintenance of the radio system infrastructures (including mobile and portable radios, pagers, mobile data equipment) and computer network and specialized software (Computer Aided Dispatch, Message Switch, etc)

FY 2014 - FY 2015 GOAL:

5. TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	889,386	804,184	765,612	742,535	742,535
20 CONTRACTUAL SERVICES	1,886,879	2,128,071	1,963,832	1,643,912	1,643,912
30 SUPPLIES AND MATERIALS	72,306	62,802	15,200	15,200	15,200
40 BUSINESS AND TRAVEL	5,377	4,040	7,975	5,975	5,975
50 CAPITAL OUTLAY	18,036	90,010	0	0	0
GRAND TOTAL	2,871,984	3,089,107	2,752,619	2,407,622	2,407,622

FUNDING SOURCE:

11 GENERAL	2,871,984	3,089,107	2,752,619	2,407,622	2,407,622

DEPARTMENT OF EMERGENCY SERVICES Support Services Index #222200

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
765,612	742,535	(23,077)	<u>PERSONAL SERVICES</u> Decrease is the net result of salary, pension, and workers' compensation, health benefits and PEHP (Post Employment Health Plan) adjustments
1,963,832	1,643,912	(319,920)	<u>CONTRACTUAL SERVICES</u> Radio maintenance contract decrease based on actuals, offset by an increase in Harford County Sheriff's Office overtime now charged to Department of Emergency Services per Treasury's recommendations
7,975	5,975	(2,000)	<u>BUSINESS AND TRAVEL</u> Training seminars decrease based on actual expense history

DIVISION STAFF SUMMARY

Support Services

Index #222200

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Computer System Engineer I	2.00	97,663	0.00	0	0.00	0
Computer System Engineer IV	1.00	70,314	1.00	73,127	1.00	73,127
Electronic Services Technician	2.00	101,813	3.00	151,000	3.00	148,350
Planner I	0.00	0	2.00	104,000	2.00	93,156
Public Safety Manager	2.00	139,883	2.00	145,478	2.00	145,478
Public Safety Supervisor	2.00	137,168	1.00	70,973	1.00	70,973
FULL-TIME SALARIES	9.00	546,841	9.00	544,578	9.00	531,084
SALARY OFFSET		0		(50,000)		(50,000) A
SALARY TOTAL	9.00	546,841	9.00	494,578	9.00	481,084
OTHER PERSONAL SERVICES						
Pension & Retirement		49,216		54,458		53,108
Workers' Compensation		1,258		8,918		7,530
Health Benefits		118,815		130,055		124,637
Overtime & Shift Differential		19,500		19,500		19,500
PEHP		0		13,691		13,296
FICA		43,325		43,152		42,120
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		233,374		271,034		261,451
TOTAL PERSONAL SERVICES	9.00	780,215 *	9.00	765,612	9.00	742,535

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Salary Offset due to Exelon Grant for Planner I position - #0064

DEPARTMENT OF EMERGENCY SERVICES
Volunteer Fire Companies
Index #223000

ORIGIN/PURPOSE:

The Volunteer Fire and Ambulance Companies in Harford County respond to all fire, ambulance and rescue incidents occurring within county boundaries and upon request, respond to emergency situations in neighboring jurisdictions. Harford County is one of the largest counties in the United States to still maintain an all volunteer status.

In accordance with Chapter 1, Section 33, of the Harford County Code and in recognition of this dedicated volunteer service, and in as much as this service represents a substantial savings to Harford County and its residents, funds are provided through this budgetary account to support the Association of the Volunteer Fire & Emergency Medical Services of Harford County, Inc.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	374,086	434,842	450,000	450,000	450,000
50 CAPITAL OUTLAY	0	15,000	0	0	0
70 MISCELLANEOUS	6,413,275	6,420,643	6,274,642	6,274,642	6,274,642
GRAND TOTAL	6,787,361	6,870,485	6,724,642	6,724,642	6,724,642
<u>FUNDING SOURCE:</u>					
11 GENERAL	6,787,361	6,870,485	6,724,642	6,724,642	6,724,642

DEPARTMENT OF EMERGENCY SERVICES Volunteer Fire Companies Index #223000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE																																										
450,000	450,000	0	<u>CONTRACTUAL SERVICES</u> Other Insurance - Worker's Compensation Insurance based on actuals																																										
6,274,642	6,274,642	0	<u>MISCELLANEOUS</u> Payments to Volunteer Fire Companies																																										
			<table><tr><td></td><td>FY 14</td><td>FY 15</td></tr><tr><td>Bel Air</td><td>911,182</td><td>911,182</td></tr><tr><td>Abingdon</td><td>760,279</td><td>760,279</td></tr><tr><td>Joppa</td><td>724,668</td><td>724,668</td></tr><tr><td>Aberdeen</td><td>639,532</td><td>639,532</td></tr><tr><td>Susquehanna</td><td>394,598</td><td>394,598</td></tr><tr><td>HDG Ambulance</td><td>219,284</td><td>219,284</td></tr><tr><td>Jarrettsville</td><td>466,444</td><td>466,444</td></tr><tr><td>Fallston</td><td>482,374</td><td>482,374</td></tr><tr><td>Darlington</td><td>382,929</td><td>382,929</td></tr><tr><td>Whiteford</td><td>371,722</td><td>371,722</td></tr><tr><td>Level</td><td>403,448</td><td>403,448</td></tr><tr><td>Norrisville</td><td>358,304</td><td>358,304</td></tr><tr><td></td><td><u>6,114,764</u></td><td><u>6,114,764</u></td></tr></table>		FY 14	FY 15	Bel Air	911,182	911,182	Abingdon	760,279	760,279	Joppa	724,668	724,668	Aberdeen	639,532	639,532	Susquehanna	394,598	394,598	HDG Ambulance	219,284	219,284	Jarrettsville	466,444	466,444	Fallston	482,374	482,374	Darlington	382,929	382,929	Whiteford	371,722	371,722	Level	403,448	403,448	Norrisville	358,304	358,304		<u>6,114,764</u>	<u>6,114,764</u>
	FY 14	FY 15																																											
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			Funds provided for support services:																																										
			<table><tr><td></td><td>FY 14</td><td>FY 15</td></tr><tr><td>Fire Training</td><td>8,010</td><td>8,010</td></tr><tr><td>Administration</td><td>13,734</td><td>13,734</td></tr><tr><td>Safety</td><td>1,144</td><td>1,144</td></tr><tr><td>Fire Prevention</td><td>19,456</td><td>19,456</td></tr><tr><td>EMS Ops & Training</td><td>57,222</td><td>57,222</td></tr><tr><td>Recruitment</td><td>12,590</td><td>12,590</td></tr><tr><td>Immunizations</td><td>5,722</td><td>5,722</td></tr><tr><td>Trainee Program</td><td>42,000</td><td>42,000</td></tr><tr><td></td><td><u>159,878</u></td><td><u>159,878</u></td></tr></table>		FY 14	FY 15	Fire Training	8,010	8,010	Administration	13,734	13,734	Safety	1,144	1,144	Fire Prevention	19,456	19,456	EMS Ops & Training	57,222	57,222	Recruitment	12,590	12,590	Immunizations	5,722	5,722	Trainee Program	42,000	42,000		<u>159,878</u>	<u>159,878</u>												
	FY 14	FY 15																																											
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DEPARTMENT OF EMERGENCY SERVICES
Hazardous Materials Response Team
Index #225000

ORIGIN/PURPOSE:

The Harford County Hazardous Materials Response Team (HAZMAT) was founded to respond to certain hazardous materials incidents to assist the Volunteer Fire Companies of Harford County in controlling spills, leaks and releases of toxic, flammable, or environmentally threatening chemicals. All members of the team must be certified HAZMAT technicians as required by The Occupational Safety and Health Administration (OSHA).

The team investigates, in cooperation with local enforcement agencies and the Maryland Department of the Environment, alleged environmental crime.

FY 2014 - FY 2015 GOAL:

TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	215,057	196,344	261,611	262,520	262,520
20 CONTRACTUAL SERVICES	17,551	31,177	22,011	32,008	32,008
30 SUPPLIES AND MATERIALS	51,943	48,274	54,800	47,800	47,800
40 BUSINESS AND TRAVEL	23,080	27,297	22,850	22,550	22,550
70 MISCELLANEOUS	4,481	4,229	10,947	11,250	11,250
GRAND TOTAL	312,112	307,321	372,219	376,128	376,128
<u>FUNDING SOURCE:</u>					
11 GENERAL	312,112	307,321	372,219	376,128	376,128

DEPARTMENT OF EMERGENCY SERVICES Hazardous Materials Response Team Index #225000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
261,611	262,520	909	<u>PERSONAL SERVICES</u> Increase for health benefits
22,011	32,008	9,997	<u>CONTRACTUAL SERVICES</u> Overtime for Harford County Sheriff's Office personnel for radio repairs now being charged to Department of Emergency Services per Treasury's recommendations
54,800	47,800	(7,000)	<u>SUPPLIES AND MATERIALS</u> Decrease due to one time FY 14 expense to purchase additional turn out gear for new personnel

DIVISION STAFF SUMMARY
Hazmat Response Team
Index #225000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Public Safety Hazmat Manager	<u>1.00</u>	<u>48,316</u>	<u>1.00</u>	<u>50,249</u>	<u>1.00</u>	<u>50,249</u>
TOTAL FULL-TIME SALARIES	<u>1.00</u>	<u>48,316</u>	<u>1.00</u>	<u>50,249</u>	<u>1.00</u>	<u>50,249</u>
TEMPORARY SALARIES	<u></u>	<u>101,600</u>	<u></u>	<u>151,600</u>	<u></u>	<u>151,600 A</u>
SALARY TOTAL	<u>1.00</u>	<u>149,916</u>	<u>1.00</u>	<u>201,849</u>	<u>1.00</u>	<u>201,849</u>
OTHER PERSONAL SERVICES						
Workers' Compensation		1,300		1,337		1,337
Health Benefits		14,727		15,716		16,625
Overtime & Shift Differential		25,200		25,200		25,200
FICA		13,396		17,369		17,369
Miscellaneous	<u></u>	<u>140</u>	<u></u>	<u>140</u>	<u></u>	<u>140</u>
TOTAL OTHER PERSONAL SERVICES	<u></u>	<u>54,763</u>	<u></u>	<u>59,762</u>	<u></u>	<u>60,671</u>
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>204,679 *</u>	<u>1.00</u>	<u>261,611</u>	<u>1.00</u>	<u>262,520</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary Salaries provide for Hazmat Technicians

EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To offer effective HazMat response services.

Department Objective

To provide an appropriate response to reported HazMat incidents.

County Goal(s) Supported

I. Public Safety

III. Efficient County Government

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$324,350	\$308,734	\$307,321	\$372,219	\$376,128
Number of full-time staff	1	1	1	1	1
Number of part-time HazMat response team members	20	18	17	21	21
<u>Output:</u>					
Number of reported HazMat incidents	174	169	160	200	200
Number of HazMat team responses	103	99	114	160	160
<u>Efficiency:</u>					
Cost per HazMat response	\$1,864	\$1,826	\$1,920	\$1,861	\$1,880
<u>Outcome:</u>					
Percent of HazMat incidents responded to	100%	100%	100%	100%	100%

Explanation and Analysis of Performance Measures

The goal of the HazMat team is to provide a timely and appropriate response to all reported HazMat incidents within the County.

Major Related Plans and Policies

SARA Title III, EPA Regulations, State and Local Regulations

DEPARTMENT OF EMERGENCY SERVICES
Rescue Support
Index #226000

ORIGIN/PURPOSE:

The Department of Emergency Services will support and provide coordination and services for the Harford County Volunteer Fire and EMS Association Tactical Response Team (TRT). The Team responds to certain technical rescue situations including high angle rescue, dive team/swift water rescue, trench rescue and any technical type of rescue which requires training in specialized equipment necessary to handle the situation. All members of the team must be certified as required by The Occupational Safety and Health Administration (OSHA).

FY 2014 - FY 2015 GOAL:

7. TO OFFER EFFECTIVE TECHNICAL RESCUE RESPONSE SERVICES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	0	0	40,370	107,650	107,650
70 MISCELLANEOUS	0	0	0	0	5,000
GRAND TOTAL	0	0	40,370	107,650	112,650

FUNDING SOURCE:

11 GENERAL	0	0	40,370	107,650	112,650

DEPARTMENT OF EMERGENCY SERVICES Rescue Support Index #226000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
40,370	107,650	67,280	<u>PERSONAL SERVICES</u> Temporary salaries adjusted due to additional personnel
0	5,000	5,000	<u>MISCELLANEOUS</u> Additional funding provided for Rescue Support Services - Canine Rescue

DIVISION STAFF SUMMARY
Rescue Support
Index #226000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		0		37,500		100,000 A
SALARY TOTAL	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>37,500</u>	<u>0.00</u>	<u>100,000</u>
OTHER PERSONAL SERVICES						
FICA		0		2,870		7,650
TOTAL OTHER PERSONAL SERVICES		0		2,870		7,650
TOTAL PERSONAL SERVICES	<u>0.00</u>	<u>0 *</u>	<u>0.00</u>	<u>40,370</u>	<u>0.00</u>	<u>107,650</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

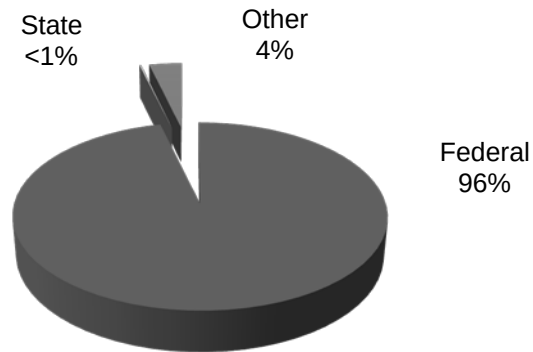
A - Temporary Salaries provide for Rescue Technicians

FY15 Anticipated Grant Award Dollars

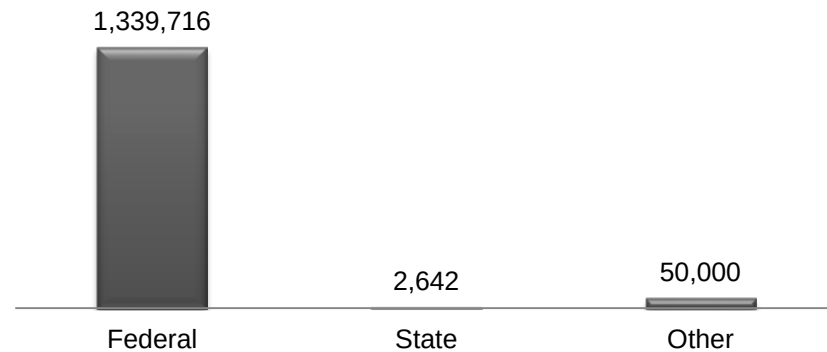
(July 1, 2014 to June 30, 2015)

DEPARTMENT OF EMERGENCY SERVICES

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars \$1,392,358*



of Anticipated Grant Awards: 7

Federal	5
State	1
Other	1

Requested County Match \$122,917

*Does not include County Match or Capital Projects

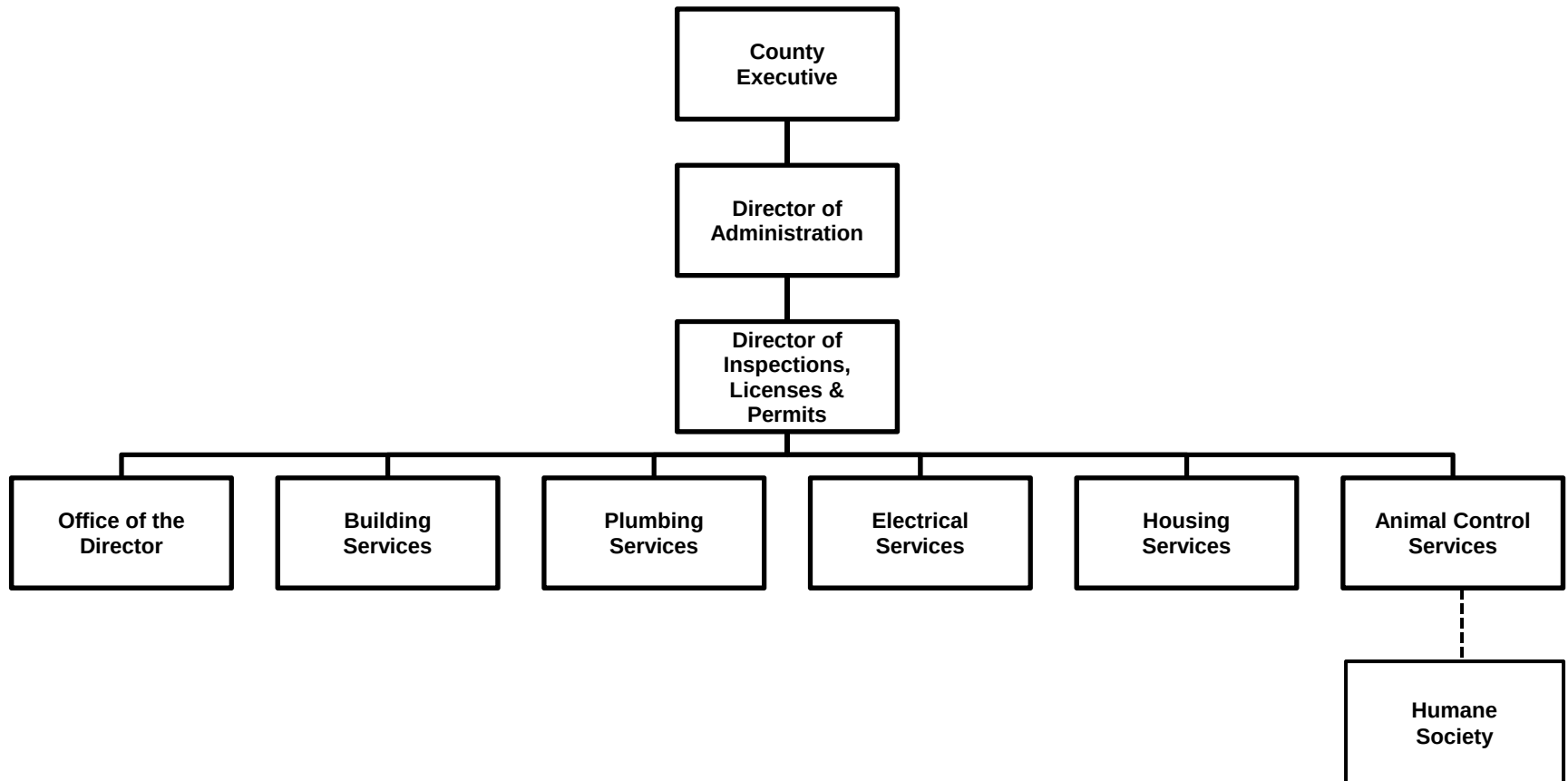
The Department of Emergency Operations anticipates receiving the majority of its funding through Federal sources. These grant funds will be used to provide financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism.

Department of Emergency Services - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Emergency Management Performance Grant	This grant will be used to purchase equipment for the sake of interoperability for Harford County.	\$121,667			\$121,667	7/1/14 - 2/28/2016	Recurring
State Homeland Security Program	Activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism. This particular funding will go toward paying salary for an emergency planner and the yearly maintenance on the Connect CTY System.	\$89,783				9/1/14-5/31/16	Recurring
Urban Areas Security Initiative	Grant provides financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism.	\$618,266				9/1/14 - 5/31/16	Recurring
Maryland Institute for Emergency Medical Services System	Grant monies to be used for mandatory Emergency Medical Dispatch Training.		\$2,642			9/18/14 - 6/15/15	Recurring
Hazardous Materials Emergency Preparedness Grant Program	To provide a training for a week for the Hazmat Team and also for planning purposes of a traffic study of hazardous materials entering Harford County.	\$10,000			\$1,250	10/1/14 - 9/30/15	Recurring
Assistance to Firefighters Grant	Electronic GPS trackers for the Fire Departments	\$500,000				10/1/14 - 9/30/15	One-Time
Exelon Nuclear Emergency Planning	Grant funds help cover the salary and benefit expenses for the Emergency Planner II position.			\$ 50,000		1/1/15 - 12/31/150	Recurring
TOTALS		\$1,339,716	\$2,642	\$50,000	\$122,917		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$1,392,358	5	1	1			



Bel Air Volunteer Fire Company

DEPARTMENT OF INSPECTIONS, LICENSES, & PERMITS



INSPECTIONS, LICENSES & PERMITS

ORIGIN/PURPOSE:

The Department of Inspections, Licenses and Permits (DILP), established by Harford County Code, Chapter 16, Article 1, Section 1, Bill No 78.3, is responsible for the administration and enforcement of all laws and regulations pertaining to licenses, including those relating to building and construction, plumbing, HVACR/Mechanical, and electric installations, manufactured housing, abandoned buildings and animal control. This Department has the responsibility to administer and issue all County licenses and plumbing, mechanical and electrical permits, except those specifically required by law to be issued by another County agency. Additionally, this Department renders permit and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace.

DILP has established consistent standards for all trades including reviewing and adopting applicable national codes for various trade activities; has implemented and enforced the Quality Workmanship Assurance Program and the Fast Track Program; and has provided responsive inspection services and uniform quality construction standards.

MISSION STATEMENT:

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 2014 - FY 2015 GOALS:

DECREASE THE NUMBER OF CODE VIOLATIONS AND IMPROVE HOUSING STOCK WITHIN THE COUNTY

PROVIDE DETAILED DOCUMENTATION REGARDING ALL DEMOLITION PROJECTS WITHIN THE COUNTY TO FACILITATE THE ENFORCEMENT OF HARFORD COUNTY CODE, SECTION 123-60 (PER COUNCIL BILL 05-21)

DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS

DECREASE THE NUMBER OF ELECTRICAL CODE VIOLATIONS AND REDUCE THE NUMBER OF REINSPECTIONS BY CONDUCTING WORKSHOPS WITH LICENSED ELECTRICIANS TO IDENTIFY AREAS OF HIGH DISAPPROVALS

DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS

DECREASE THE NUMBER OF MECHANICAL CODE VIOLATIONS THEREBY REDUCING THE NUMBER OF REINSPECTIONS

TO IMPLEMENT AND ASSESS THE EFFECTIVENESS OF THE NEW LAND MANAGEMENT, PERMITTING AND LICENSING SYSTEM

INSPECTIONS, LICENSES & PERMITS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,375,820	3,323,330	3,292,862	3,327,795	3,327,795
20 CONTRACTUAL SERVICES	44,313	39,145	72,231	69,431	69,431
30 SUPPLIES AND MATERIALS	31,336	29,705	36,500	36,550	36,550
40 BUSINESS AND TRAVEL	144,130	124,275	156,980	158,220	158,220
50 CAPITAL OUTLAY	959	663	21,777	2,400	2,400
70 MISCELLANEOUS	453,160	551,760	5,700	5,200	5,200
80 INTER-GOVERNMENTAL/INTERFUND	3,838	2,868	0	0	0
GRAND TOTAL	<u>4,053,556</u>	<u>4,071,746</u>	<u>3,586,050</u>	<u>3,599,596</u>	<u>3,599,596</u>

SUMMARY BY FUND:

11 GENERAL	4,053,556	4,071,746	3,586,050	3,599,596	3,599,596
GRAND TOTAL	<u>4,053,556</u>	<u>4,071,746</u>	<u>3,586,050</u>	<u>3,599,596</u>	<u>3,599,596</u>

SUMMARY BY DIVISION:

261000	DIRECTOR OF DILP	534,971	526,516	535,556	529,658	529,658
263000	BUILDING SERVICES	1,074,829	1,011,148	1,007,519	1,006,765	1,006,765
264000	PLUMBING SERVICES	515,496	523,397	572,218	580,673	580,673
265000	ELECTRICAL SERVICES	623,738	617,571	608,644	613,860	613,860
266000	MANUF. HOUSING/ABANDONED PROP	230,138	230,571	243,204	246,118	246,118
267000	ANIMAL CONTROL	1,074,384	612,543	618,909	622,522	622,522
268000	HUMANE SOCIETY	0	550,000	0	0	0
GRAND TOTAL		<u>4,053,556</u>	<u>4,071,746</u>	<u>3,586,050</u>	<u>3,599,596</u>	<u>3,599,596</u>

INSPECTIONS, LICENSES & PERMITS

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
3,292,862	3,327,795	34,933	<u>PERSONAL SERVICES</u> Increase is the result of salary, pension and worker's compensation adjustments, health benefits increase and PEHP (Post Employment Health Plan) adjustments
72,231	69,431	(2,800)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of telephone service adjusted based on actual expense history and offset slightly by a increase in copier lease and emergency vet services under animal control
156,980	158,220	1,240	<u>BUSINESS AND TRAVEL</u> Increase is the net result of professional books and lodging adjusted due to the new 2015 building code manuals and additional training, testing and certification related to these changes. This was offset by a decrease in county owned vehicle repairs and fuel charges due to the replacement of some older vehicles with newer fuel efficient models
21,777	2,400	(19,377)	<u>EQUIPMENT</u> Decrease is due to a one time purchase of i Pads and scanners in FY 14 for the new land management, permit and license system offset by the purchase of 24 printers in FY 15 for inspection staff in conjunction with the new system
5,700	5,200	(500)	<u>MISCELLANEOUS</u> Decrease is the result of boards and commission adjusted based on actual expense history

**DEPARTMENT STAFF SUMMARY
INSPECTIONS, LICENSES AND PERMITS**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	74,409	0.00	0	0.00	0
Administrative Assistant II	2.00	91,352	4.00	174,714	4.00	176,557
Administrative Secretary II	1.00	42,760	1.00	44,471	1.00	44,471
Animal Control Officer II	5.00	208,108	5.00	216,432	5.00	216,432
Building Inspections Supervisor	1.00	87,050	1.00	90,532	1.00	90,532
Chief, Animal Control Officer	1.00	62,484	1.00	64,983	1.00	64,983
Chief, Housing Services	1.00	83,773	1.00	87,124	1.00	87,124
Chief, Inspections, Licenses & Permits	2.00	145,220	2.00	151,029	2.00	151,029
Clerk Typist	1.00	28,453	1.00	29,591	1.00	29,591
Commercial Inspector	3.00	168,340	3.00	175,073	3.00	175,073
Deputy Director of DILP	1.00	81,755	1.00	85,025	1.00	89,276
Director of Inspections, Licenses & Permits	1.00	121,217	1.00	126,066	1.00	126,066
Inspector II	8.00	407,100	7.00	374,411	7.00	374,032
Inspector III	3.00	185,031	4.00	247,344	4.00	247,344
Licensing Clerk	1.00	27,500	0.00	0	0.00	0
Management Assistant II	1.00	65,009	1.00	67,610	1.00	67,610
Permits Technician	3.00	113,314	3.00	117,848	3.00	117,848
Plans Reviewer II	1.00	52,800	1.00	52,800	1.00	52,800
Senior Plans Reviewer	2.00	136,170	2.00	141,616	2.00	141,616
SALARY TOTAL	40.00	2,181,845	39.00	2,246,669	39.00	2,252,384
OTHER PERSONAL SERVICES						
Pension & Retirement		196,367		224,668		225,239
Workers' Compensation		43,090		45,432		48,287
Health Benefits		533,935		545,668		558,529
PEHP		0		50,201		62,048
Overtime & Shift Differential		3,400		3,400		3,400
FICA		166,277		171,364		172,448
Miscellaneous		5,600		5,460		5,460
TOTAL OTHER PERSONAL SERVICES		948,669		1,046,193		1,075,411
TOTAL PERSONAL SERVICES	40.00	3,130,514 *	39.00	3,292,862	39.00	3,327,795

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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.

Work with the Department of Information and Communication Technology to facilitate implementation of EnerGov permit, inspection and licensing computer system.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$4,057,351	\$4,309,721	\$3,942,575	\$3,586,050	\$3,599,596
Number of staff	40	40	40	39***	39
Number of Inspectors	13*	13*	13*	14	14
<u>Output:</u>					
Number of inspections performed	35,137**	36,218**	36,164**	36,725	36,381
<u>Efficiency:</u>					
Number of inspections per inspector	2,703	2,786	2,782	2,623	2,599
<u>Service Quality:</u>					
Number of approved inspections	29,792	31,149	31,386	31,865	31,699
Number of disapproved inspections	5,345	5,069	4,778	4,860	4,682
<u>Outcome:</u>					
Percent of inspections that are disapproved	15.2%	14.0%	13.2%	13.2%	12.9%

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

A Plumbing Inspector I position is vacant

** Includes Mechanical Inspections

*** Abolished vacant Licensing Clerk position

INSPECTIONS, LICENSES & PERMITS**Director of DILP****Index #261000****ORIGIN/PURPOSE:**

The Director of DILP is charged with the performance of all functions and duties within the Department, including: enforcement of electrical, HVACR/Mechanical, plumbing and building codes; enforcement of County animal control, mobile home park and abandoned ordinances; and enforcement of codes and ordinances through issuance and sales of licenses, permits, and inspections. The Director renders permits and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace and coordinates a centralized computer system encompassing all licensing programs and building, electrical HVACR/Mechanical, and plumbing permits. On-line terminals with the County's mainframe allow direct revenue accountability and statistical data entry. In addition, this office closely monitors divisional efforts adopt and/or revise applicable trade codes and fee schedules and performance of timely review of building permits by other departments and agencies. The Director also coordinates the County's Fast Track Program.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	451,479	443,798	422,173	443,002	443,002
20 CONTRACTUAL SERVICES	6,519	6,273	6,501	5,951	5,951
30 SUPPLIES AND MATERIALS	901	671	1,200	900	900
40 BUSINESS AND TRAVEL	76,072	75,596	83,905	77,405	77,405
50 CAPITAL OUTLAY	0	178	21,777	2,400	2,400
GRAND TOTAL	534,971	526,516	535,556	529,658	529,658

FUNDING SOURCE:

11 GENERAL	534,971	526,516	535,556	529,658	529,658

INSPECTIONS, LICENSES & PERMITS Director of DILP Index #261000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
422,173	443,002	20,829	<u>PERSONAL SERVICES</u> Increase is the net result of salary, pension and workers' compensation adjustments, health benefits increase and PEHP (Post Employment Health Plan) adjustments
6,501	5,951	(550)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of telephone service adjusted based on actual expense history
83,905	77,405	(6,500)	<u>BUSINESS AND TRAVEL</u> Decrease is the result of county owned vehicle repairs and fuel charges reduced due to the replacement of some older vehicles with newer fuel efficient models
21,777	2,400	(19,377)	<u>EQUIPMENT</u> Decrease is due to a one time purchase of i Pads and scanners in FY 14 for the new land management, permit and license system offset by the purchase of 24 printers in FY 15 for inspection staff in conjunction with the new system

DIVISION STAFF SUMMARY
Director of Inspections, License and Permits
Index #261000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	42,760	1.00	44,471	1.00	44,471
Deputy Director of DILP	1.00	81,755	1.00	85,025	1.00	89,276
Director of Inspections, Licenses & Permits	1.00	121,217	1.00	126,066	1.00	126,066
Management Assistant II	1.00	65,009	1.00	67,610	1.00	67,610
SALARY TOTAL	4.00	310,741	4.00	323,172	4.00	327,423
OTHER PERSONAL SERVICES						
Pension & Retirement		27,967		32,317		32,742
Workers' Compensation		2,726		2,809		2,922
Health Benefits		31,480		30,232		45,563
PEHP		0		9,127		8,864
FICA		22,878		23,956		24,928
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		85,611		99,001		115,579
TOTAL PERSONAL SERVICES	4.00	396,352 *	4.00	422,173	4.00	443,002

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES & PERMITS
Building Services
Index #263000

ORIGIN/PURPOSE:

This Division is responsible for plans review and inspections of all construction for which building permits have been issued to ensure compliance with applicable codes.

Building Services is also responsible for issuing Use and Occupancy Certificates and licenses for dogs, taxi cab drivers, towing businesses, solicitors, pawn brokers, auctioneers, pet shops, grooming for dogs, massage establishments and personal care boarding homes.

This Division is accountable for funds collected for licenses, commercial, and residential plans review and maintaining appropriate records.

FY 2014 - FY 2015 GOALS:

DECREASE THE NUMBER OF CODE VIOLATIONS AND IMPROVE HOUSING STOCK WITHIN THE COUNTY

DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,046,121	989,945	975,304	963,600	963,600
20 CONTRACTUAL SERVICES	4,729	5,459	9,800	7,800	7,800
30 SUPPLIES AND MATERIALS	14,197	13,784	16,950	16,550	16,550
40 BUSINESS AND TRAVEL	9,646	1,960	5,465	18,815	18,815
50 CAPITAL OUTLAY	136	0	0	0	0
GRAND TOTAL	<u>1,074,829</u>	<u>1,011,148</u>	<u>1,007,519</u>	<u>1,006,765</u>	<u>1,006,765</u>

FUNDING SOURCE:

11 GENERAL	<u>1,074,829</u>	<u>1,011,148</u>	<u>1,007,519</u>	<u>1,006,765</u>	<u>1,006,765</u>

INSPECTIONS, LICENSES & PERMITS Building Services Index #263000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
975,304	963,600	(11,704)	<u>PERSONAL SERVICES</u> Decrease is the net result of health benefit and PEHP (Post Employment Health Plan) adjustments offset slightly by the increase in salary, pension and workers' compensation adjustments
9,800	7,800	(2,000)	<u>CONTRACTUAL SERVICES</u> Decrease is the result of telephone service adjusted based on actual expense history
16,950	16,550	(400)	<u>SUPPLIES AND MATERIALS</u> Decrease is the net result of general office mailing adjusted based on actual expense history offset slightly by increase in delivery charges for new 2015 building code manuals
5,465	18,815	13,350	<u>BUSINESS AND TRAVEL</u> Increase is the result of professional books, adjusted due to the new 2015 building code manuals and additional training, testing and certification related to the changes

DIVISION STAFF SUMMARY
Building Services
Index #263000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	74,409	0.00	0	0.00	0
Administrative Assistant II	0.00	0	2.00	79,707	2.00	81,550
Building Inspections Supervisor	1.00	87,050	1.00	90,532	1.00	90,532
Commercial Inspector	1.00	63,984	1.00	66,543	1.00	66,543
Inspector II	3.00	173,897	3.00	180,853	3.00	180,853
Inspector III	1.00	60,285	1.00	62,696	1.00	62,696
Licensing Clerk	1.00	27,500	0.00	0	0.00	0
Plans Reviewer II	1.00	52,800	1.00	52,800	1.00	52,800
Senior Plans Reviewer	2.00	136,170	2.00	141,616	2.00	141,616
SALARY TOTAL	12.00	676,095	11.00	674,747	11.00	676,590
OTHER PERSONAL SERVICES						
Pension & Retirement		60,849		67,475		67,659
Workers' Compensation		11,976		13,264		16,016
Health Benefits		163,003		148,405		132,308
PEHP		0		18,255		17,728
FICA		51,721		51,618		51,759
Miscellaneous		1,680		1,540		1,540
TOTAL OTHER PERSONAL SERVICES		289,229		300,557		287,010
TOTAL PERSONAL SERVICES	12.00	965,324 *	11.00	975,304	11.00	963,600

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS - BUILDING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Decrease the number of building code violations during final inspection thereby reducing 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$1,137,955	\$1,206,343	\$995,139	\$1,007,519	\$1,006,765
Number of staff	12	12*	12*	11***	11
Number of inspectors	4*	4**	4**	4**	4**
<u>Output:</u>					
Number of final building inspections performed	3,672	3,650	3,477	3,789	3,638
<u>Efficiency:</u>					
Number of final inspections per inspector	918	913	870	947	910
<u>Service Quality:</u>					
Number of approved final inspections	3,020	3,155	3,022	3,328	3,206
Number of disapproved final inspections	652	495	455	461	432
<u>Outcome:</u>					
Percent of final inspections that are disapproved	17.8%	13.6%	13.0%	12.2%	11.8%

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 occupancy of a structure and can directly impact financial settlements. A program was designed to identify deficiencies by type of inspection performed. We track inspection 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.

* Includes one vacant Licensing Clerk position

**One Inspector II temporarily reassigned to DPW - Verizon FIOS Project

*** Abolished vacant Licensing Clerk position

INSPECTIONS, LICENSES & PERMITS
Plumbing Services
Index #264000

ORIGIN/PURPOSE:

This Division is responsible for reviewing plans and permit applications, issuing permits, master and journeyperson plumbing certificates of registration, master gas fitters certificate of registration, liquid petroleum gas fitters certificate of registration, utility contractor certificate of registration, journey utility certificate of registration, septic installer certificate of registration, journey septic installer certificate of registration, master HVACR certificate of registration, master restricted HVACR certificate of registration, journeyperson HVACR certificate of registration, limited mechanical certificate of registration, and apprentice HVACR certificate of registration. Plumbing, mechanical, gas fitting, storm water and utility work is inspected for compliance with applicable codes for all residential, commercial and industrial construction.

This Division enforces the Harford County Plumbing Code, Harford County Mechanical Code and National Fuel Gas Code. Workmanship and code compliance is monitored during construction. New methods of service are coordinated with Harford County Health Department, Maryland Plumbing and Heating Cooling Contractors, Baltimore Gas and Electric and Harford County Utility Contractors Association. This Division also acts as liaison for the Harford County Plumbing Board, HVAC Board and implements local/state requirements governing water saving fixtures, plumbing systems and mechanical systems.

FY 2014 - FY 2015 GOALS:

DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS

DECREASE THE NUMBER OF MECHANICAL CODE VIOLATIONS THEREBY REDUCING THE NUMBER OF REINSPECTIONS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	504,894	514,435	557,213	565,928	565,928
20 CONTRACTUAL SERVICES	2,725	3,145	5,200	5,400	5,400
30 SUPPLIES AND MATERIALS	4,762	3,568	5,000	5,000	5,000
40 BUSINESS AND TRAVEL	875	844	1,605	1,645	1,645
50 CAPITAL OUTLAY	0	485	0	0	0
70 MISCELLANEOUS	2,240	920	3,200	2,700	2,700
GRAND TOTAL	515,496	523,397	572,218	580,673	580,673
<u>FUNDING SOURCE:</u>					
11 GENERAL	515,496	523,397	572,218	580,673	580,673

INSPECTIONS, LICENSES & PERMITS
Plumbing Services
Index #264000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
557,213	565,928	8,715	<u>PERSONAL SERVICES</u> Increase is the result of health benefit and PEHP (Post Employment Health Plan) adjustments
3,200	2,700	(500)	<u>MISCELLANEOUS</u> Decrease is the result of boards and commission adjusted based on actual expense history

DIVISION STAFF SUMMARY
Plumbing Services
Index #264000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Inspections, Licenses & Permits	1.00	65,800	1.00	68,432	1.00	68,432
Commercial Inspector	1.00	48,900	1.00	50,856	1.00	50,856
Inspector II	2.00	94,258	2.00	96,272	2.00	96,272
Inspector III	1.00	65,866	1.00	68,501	1.00	68,501
Permits Technician	2.00	73,207	2.00	76,136	2.00	76,136
SALARY TOTAL	7.00	348,031	7.00	360,197	7.00	360,197
OTHER PERSONAL SERVICES						
Pension & Retirement		31,323		36,020		36,020
Workers' Compensation		7,561		7,731		7,731
Health Benefits		119,826		120,166		124,581
PEHP		0		4,564		8,864
FICA		26,624		27,555		27,555
Miscellaneous		980		980		980
TOTAL OTHER PERSONAL SERVICES		186,314		197,016		205,731
TOTAL PERSONAL SERVICES	7.00	534,345 *	7.00	557,213	7.00	565,928

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS - PLUMBING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Decrease the number of plumbing and mechanical 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 or mechanical code requirements.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$502,650	\$590,133	\$548,050	\$572,218	\$580,673
Number of staff	6	6*	6*	7	7
Number of Inspectors	3*	3*	3*	4	4
<u>Output:</u>					
Number of final plumbing inspections performed	3,365	5,216	5,811	5,763	5,893
<u>Efficiency:</u>					
Number of final inspections per inspector	1,122	1,738	1,939	1,441	1,473
<u>Service Quality:</u>					
Number of approved final inspections	2,661	4,291	4,813	4,815	4,951
Number of disapproved final inspections	704	925	998	947	942
<u>Outcome:</u>					
Percent of final inspections that are disapproved	20.9%	17.7%	17.1%	16.4%	15.9%

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.

* Vacant Inspector I position

INSPECTIONS, LICENSES & PERMITS
Electrical Services
Index #265000

ORIGIN/PURPOSE:

The Electrical Services Division was created by Executive Order No. 73-8 and later adopted by Bill No. 78-3.

This Division is responsible for issuing permits and performing inspections of all new electrical installations of light, heat, or power within or on public and private buildings, structures or premises in the County, including yards, carnivals, parking lots, fairs, industrial substations and installations covered by the National Electric Code. Additionally, this Division prepares, administers, and grades electrical examinations for master, limited, restricted and journeyman 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 2014 - FY 2015 GOAL:

DECREASE THE NUMBER OF ELECTRICAL CODE VIOLATIONS AND REDUCE THE NUMBER OF REINSPECTIONS BY CONDUCTING WORKSHOPS WITH LICENSED ELECTRICIANS TO IDENTIFY AREAS OF HIGH DISAPPROVALS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	607,854	602,786	591,844	598,560	598,560
20 CONTRACTUAL SERVICES	2,635	3,090	6,300	4,800	4,800
30 SUPPLIES AND MATERIALS	5,066	5,687	5,625	5,625	5,625
40 BUSINESS AND TRAVEL	2,633	2,444	3,375	3,375	3,375
50 CAPITAL OUTLAY	823	0	0	0	0
70 MISCELLANEOUS	920	840	1,500	1,500	1,500
80 INTER-GOVERNMENTAL/INTERFUND	3,807	2,724	0	0	0
GRAND TOTAL	623,738	617,571	608,644	613,860	613,860

FUNDING SOURCE:

11 GENERAL	623,738	617,571	608,644	613,860	613,860

INSPECTIONS, LICENSES & PERMITS Electrical Services Index #265000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
591,844	598,560	6,716	<u>PERSONAL SERVICES</u> Increase is the net result of health benefits increase and PEHP (Post Employment Health Plan) adjustments
6,300	4,800	(1,500)	<u>CONTRACTUAL SERVICES</u> Decrease is the result of telephone service adjusted based on actual expense history

DIVISION STAFF SUMMARY
Electrical Services
Index #265000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	48,592	1.00	50,536	1.00	50,536
Chief, Inspections, Licenses & Permits	1.00	79,420	1.00	82,597	1.00	82,597
Commercial Inspector	1.00	55,456	1.00	57,674	1.00	57,674
Inspector II	2.00	93,545	2.00	97,286	2.00	96,907
Inspector III	1.00	58,880	1.00	61,235	1.00	61,235
Permits Technician	1.00	40,107	1.00	41,712	1.00	41,712
SALARY TOTAL	7.00	376,000	7.00	391,040	7.00	390,661
OTHER PERSONAL SERVICES						
Pension & Retirement		33,840		39,104		39,066
Workers' Compensation		7,932		8,160		8,150
Health Benefits		103,692		118,081		120,953
PEHP		0		4,564		8,864
FICA		28,764		29,915		29,886
Miscellaneous		980		980		980
TOTAL OTHER PERSONAL SERVICES		175,208		200,804		207,899
TOTAL PERSONAL SERVICES	7.00	551,208 *	7.00	591,844	7.00	598,560

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES AND PERMITS - ELECTRICAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Decrease the number of electrical code violations and reduce the number of reinspections by conducting workshops with licensed electricians to identify areas of high disapprovals.

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$601,669	\$637,957	\$565,008	\$608,644	\$613,860
Number of staff	7	7	7	7	7
Number of inspectors	4	4	4	4	4
<u>Output:</u>					
Number of final electrical inspections performed	4,791	4,877	5,271	5,366	5,358
<u>Efficiency:</u>					
Number of final inspections per inspector	1,198	1,219	1,318	1,341	1,339
<u>Service Quality:</u>					
Number of approved final inspections	3,289	3,375	3,894	3,939	4,050
Number of disapproved final inspections	1,502	1,502	1,377	1,427	1,308
<u>Outcome:</u>					
Percent of final inspections that are disapproved	31.4%	30.8%	26.1%	26.6%	24.4%

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.

INSPECTIONS, LICENSES & PERMITS 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 173. 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 conducting associated inspections, reviews all permits for structures that are being located within the 100 year flood plan for compliance with Harford County Code Chapter 161 and the Harford County Building Code. The Division is the Department's representative in working with the Department of Emergency Services regarding mitigation and preparation for disasters. This Division provides damage assessment training to the Department's inspectors and works with the Animal Control Division regarding pet sheltering. This Division administers the licensing of Harford County Towers in accordance with Harford County Code Chapter 273. Coordinates and reviews all concert/event permits in accordance with Harford County Code Chapter 68. This Division also reviews and comments on all Zoning regarding public events.

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 Division 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 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 2014 - FY 2015 GOAL:

PROVIDE DETAILED DOCUMENTATION REGARDING ALL DEMOLITION PROJECTS WITHIN THE COUNTY TO FACILITATE THE ENFORCEMENT OF HARFORD COUNTY CODE, SECTION 123-60 (PER COUNCIL BILL 05-21)

INSPECTIONS, LICENSES & PERMITS Manufactured Housing/Abandoned Property Index #266000

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	203,803	211,123	204,409	205,923	205,923
20 CONTRACTUAL SERVICES	24,888	16,694	37,230	36,630	36,630
30 SUPPLIES AND MATERIALS	1,123	1,578	1,050	1,600	1,600
40 BUSINESS AND TRAVEL	324	1,176	515	1,965	1,965
GRAND TOTAL	230,138	230,571	243,204	246,118	246,118

FUNDING SOURCE:

11 GENERAL	230,138	230,571	243,204	246,118	246,118

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
204,409	205,923	1,514	<u>PERSONAL SERVICES</u> Increase is the net result of health benefit adjustments
37,230	36,630	(600)	<u>CONTRACTUAL SERVICES</u> Decrease is the result of telephone service adjusted due to actual expense history
1,050	1,600	550	<u>SUPPLIES AND MATERIALS</u> Increase is the result of office mailing adjusted due to actual expense history
515	1,965	1,450	<u>BUSINESS AND TRAVEL</u> Increase is the net result of transportation costs, meals, lodging and training seminars adjusted due to employee attending Maryland Building Officials seminar

DIVISION STAFF SUMMARY
Manufactured Housing/Abandoned Property
Index #266000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Housing Services	1.00	83,773	1.00	87,124	1.00	87,124
Inspector II	1.00	45,400	0.00	0	0.00	0
Inspector III	0.00	0	1.00	54,912	1.00	54,912
SALARY TOTAL	2.00	129,173	2.00	142,036	2.00	142,036
OTHER PERSONAL SERVICES						
Pension & Retirement		11,626		14,204		14,204
Workers' Compensation		3,475		3,778		3,778
Health Benefits		28,136		28,681		30,327
PEHP		0		4,564		4,432
FICA		9,882		10,866		10,866
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		53,399		62,373		63,887
TOTAL PERSONAL SERVICES	2.00	182,572 *	2.00	204,409	2.00	205,923

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES & PERMITS**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. The Division also assists the Health Department officials with suspected rabid animal cases.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	561,669	561,243	541,919	550,782	550,782
20 CONTRACTUAL SERVICES	2,817	4,484	7,200	8,850	8,850
30 SUPPLIES AND MATERIALS	5,287	4,417	6,675	6,875	6,875
40 BUSINESS AND TRAVEL	54,580	42,255	62,115	55,015	55,015
70 MISCELLANEOUS	450,000	0	1,000	1,000	1,000
80 INTER-GOVERNMENTAL/INTERFUND	31	144	0	0	0
GRAND TOTAL	<u>1,074,384</u>	<u>612,543</u>	<u>618,909</u>	<u>622,522</u>	<u>622,522</u>

FUNDING SOURCE:

11 GENERAL	<u>1,074,384</u>	<u>612,543</u>	<u>618,909</u>	<u>622,522</u>	<u>622,522</u>

INSPECTIONS, LICENSES & PERMITS Animal Control Index #267000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
541,919	550,782	8,863	<u>PERSONAL SERVICES</u> Increase is the result of health benefits and PEHP (Post Employment Health Plan) adjustments
7,200	8,850	1,650	<u>CONTRACTUAL SERVICES</u> Increase is the net result of new copier/scanner lease share with Facilities and Operations and emergency veterinarian services increase based on actual expense history, offset slightly by decrease in telephone service
62,115	55,015	(7,100)	<u>BUSINESS AND TRAVEL</u> Decrease is the result of county owned vehicles and fuel charges adjusted based on actual expense history

DIVISION STAFF SUMMARY
Animal Control
Index #267000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	42,760	1.00	44,471	1.00	44,471
Animal Control Officer II	5.00	208,108	5.00	216,432	5.00	216,432
Chief Animal Control Officer	1.00	62,484	1.00	64,983	1.00	64,983
Clerk Typist	1.00	28,453	1.00	29,591	1.00	29,591
SALARY TOTAL	8.00	341,805	8.00	355,477	8.00	355,477
OTHER PERSONAL SERVICES						
Pension & Retirement		30,762		35,548		35,548
Workers' Compensation		9,420		9,690		9,690
Health Benefits		87,798		100,103		104,797
Overtime & Shift Differential		3,400		3,400		3,400
PEHP		0		9,127		13,296
FICA		26,408		27,454		27,454
Miscellaneous		1,120		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		158,908		186,442		195,305
TOTAL PERSONAL SERVICES	8.00	500,713 *	8.00	541,919	8.00	550,782

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

INSPECTIONS, LICENSES & PERMITS Humane Society Index #268000

ORIGIN/PURPOSE:

This index is strictly used to provide funding for The Humane Society of Harford County.

The Humane Society of Harford County promotes the humane treatment of homeless, stray and abandoned animals by providing shelter, care, adoptions and community education.

Funding for the Humane Society was moved in FY 14 to its own Index code for better accountability.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
70 MISCELLANEOUS	<u>0</u>	<u>550,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	<u>0</u>	<u>550,000</u>	<u>0</u>	<u>0</u>	<u>0</u>

SUMMARY BY CHARACTER:

FUNDING SOURCE:

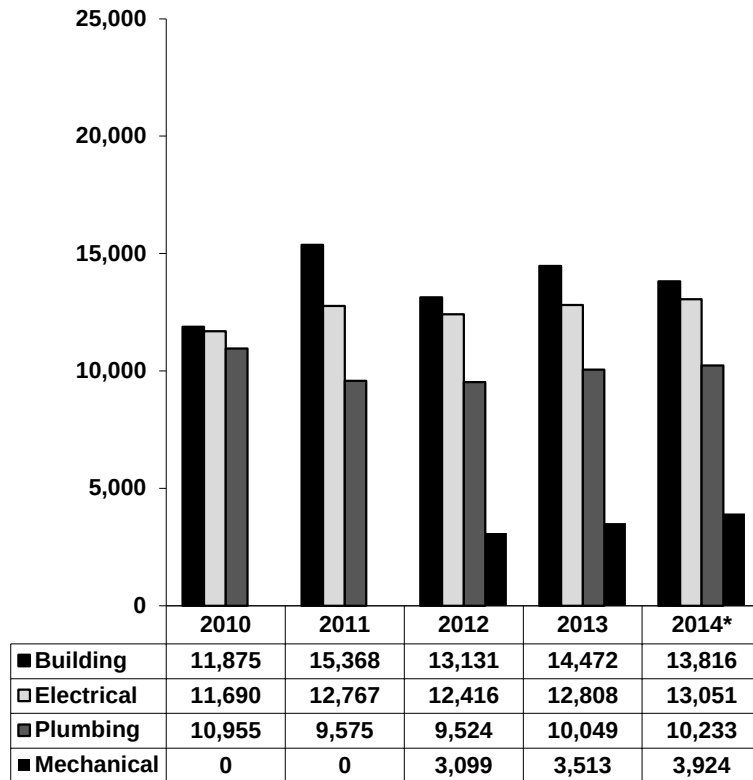
11 GENERAL	<u>0</u>	<u>550,000</u>	<u>0</u>	<u>0</u>	<u>0</u>

Inspections, Licenses and Permits

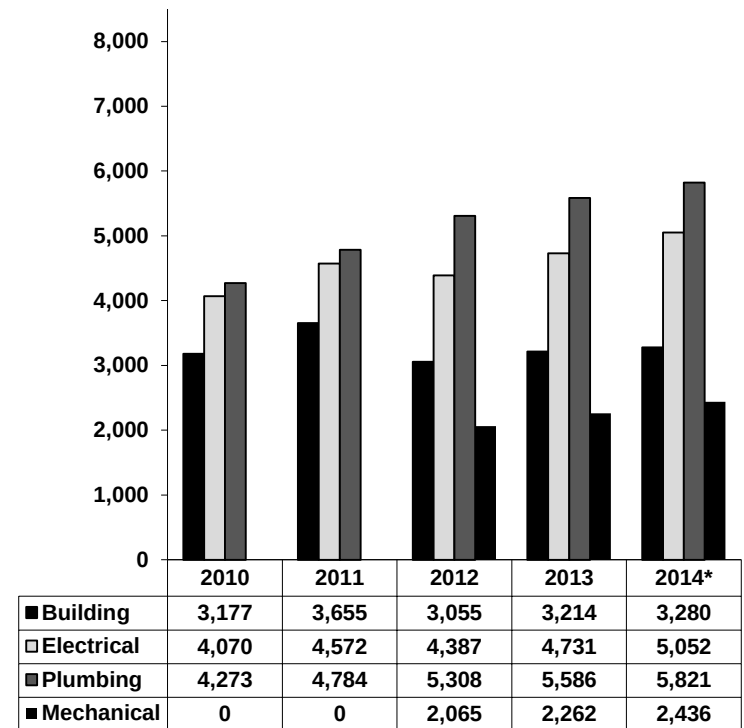
Inspections/Permit Activity

Fiscal Year Basis

Inspections Made



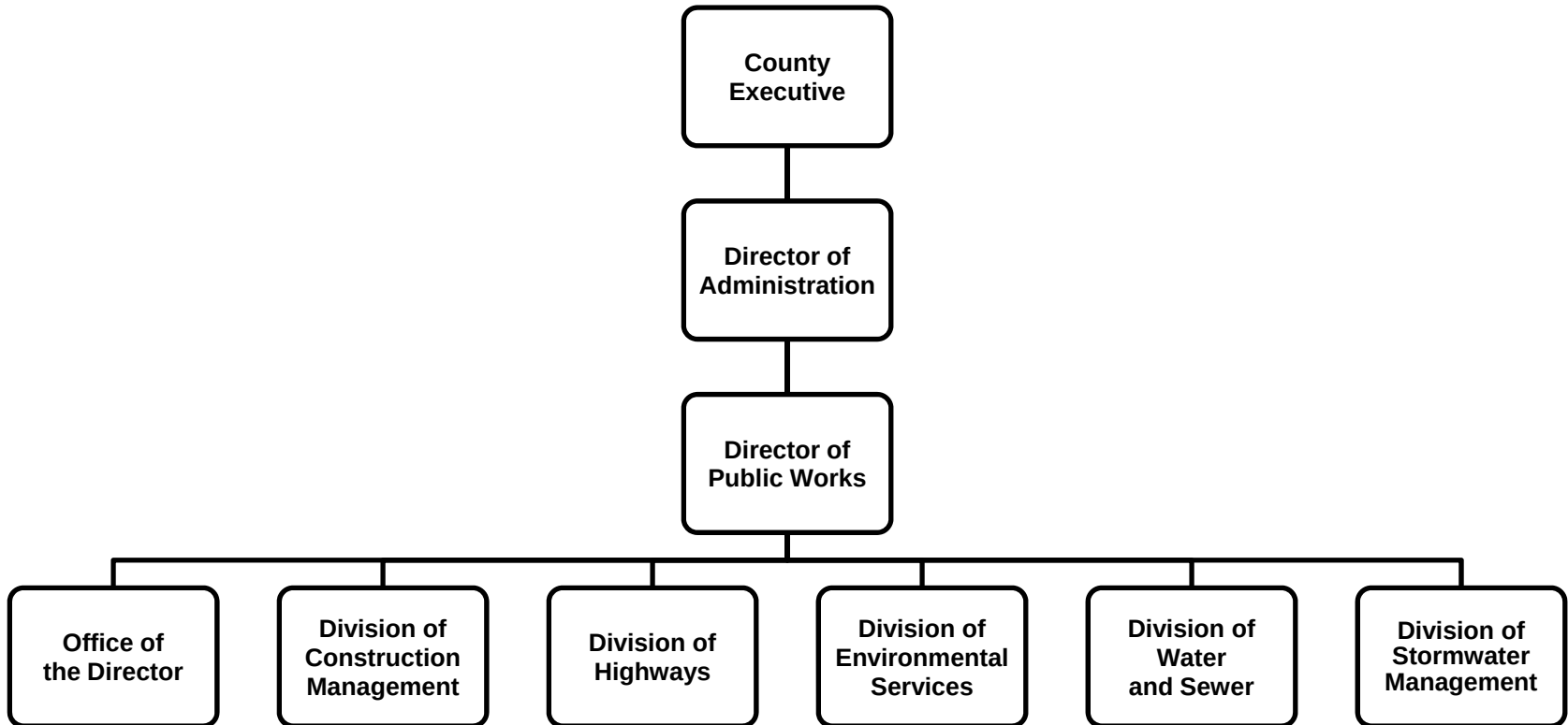
Permits Issued



*Projected

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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 Stormwater Management, 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

DEPARTMENT OF PUBLIC WORKS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	35,468,855	35,297,432	35,616,139	35,754,844	35,754,844
20 CONTRACTUAL SERVICES	18,257,679	18,785,044	21,880,763	22,982,742	22,982,742
30 SUPPLIES & MATERIALS	4,676,161	4,833,236	6,612,305	6,507,440	6,507,440
40 BUSINESS AND TRAVEL	2,417,104	2,438,415	2,657,215	2,751,485	2,751,485
50 CAPITAL OUTLAY	556,136	1,442,518	946,140	1,498,950	1,498,950
70 MISCELLANEOUS	15,759,934	18,193,529	17,180,052	19,230,247	19,230,247
80 INTER-GOVERNMENTAL/INTERFUND	526,147	317,952	626,625	6,325	6,325
GRAND TOTAL	<u>77,662,016</u>	<u>81,308,126</u>	<u>85,519,239</u>	<u>88,732,033</u>	<u>88,732,033</u>

SUMMARY BY FUND:

11 GENERAL	2,538,173	2,488,673	2,567,218	2,583,890	2,583,890
25 HIGHWAYS	26,649,926	28,642,055	28,512,536	28,035,811	28,035,811
29 STORMWATER MANAGEMENT	0	0	1,259,991	1,298,940	1,298,940
51 WATER & SEWER OPERATING	36,340,119	38,338,219	40,050,819	42,651,586	42,651,586
55 SOLID WASTE SERVICES	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806
GRAND TOTAL	<u>77,662,016</u>	<u>81,308,126</u>	<u>85,519,239</u>	<u>88,732,033</u>	<u>88,732,033</u>

DEPARTMENT OF PUBLIC WORKS

ALL FUND SUMMARY:

<u>SUMMARY BY DIVISION BY FUND:</u>		AUDITED	AUDITED	ORIGINAL	EXECUTIVE	
<u>GENERAL FUND:</u>		FY 12	FY 13	BUDGET	PROPOSED	ENACTED
				FY 14	FY 15	FY 15
301111	BUREAU OF ENVIRONMENTAL SERVICE ADMINISTRATION & ENGINEERING	841,982	821,209	797,328	794,320	794,320
301241	RECYCLING	1,510,085	1,507,254	1,579,555	1,518,108	1,518,108
301251	POST CLOSURE	129,943	120,043	138,275	173,850	173,850
301261	SCARBORO REMEDIATION	40,663	32,667	42,060	55,460	55,460
301520	ENVIRONMENTAL SERVICES - NOXIOUS WEED	8,000	0	0	32,152	32,152
301530	ENVIRONMENTAL SERVICES - GYPSY MOTH	7,500	7,500	10,000	10,000	10,000
<u>SOLID WATER SERVICES:</u>						
301211	BUREAU OF SOLID WASTE MANAGEMENT	3,711,335	3,488,066	3,801,862	3,784,258	3,784,258
301212	TRANSFER STATION	0	0	0	588,650	588,650
301271	WASTE TO ENERGY	8,422,463	8,351,113	9,326,813	9,788,898	9,788,898
<u>HIGHWAYS FUND:</u>						
303110	DIRECTOR OF PUBLIC WORKS	290,662	247,770	280,464	288,455	288,455
303125	BUREAU OF CAPITAL PROJECTS MANAGEMENT	751,837	681,927	721,778	728,561	728,561
303210	BUREAU OF HIGHWAYS ENGINEERING	2,588,040	2,661,049	2,666,674	2,634,885	2,634,885
303220	BUREAU OF CONSTRUCTION INSPECTIONS	2,718,314	2,706,566	2,682,816	2,523,021	2,523,021
303310	BUREAU OF WATER RESOURCES	1,190,842	1,206,125	0	0	0
303410	BUREAU OF HIGHWAYS MAINTENANCE	18,646,588	20,528,912	20,694,144	20,390,381	20,390,381
303430	SNOW REMOVAL	463,643	609,706	1,466,660	1,470,508	1,470,508

DEPARTMENT OF PUBLIC WORKS

ALL FUND SUMMARY:

<u>SUMMARY BY DIVISION BY FUND:</u>		AUDITED	AUDITED	ORIGINAL	EXECUTIVE	
<u>STORMWATER MANAGEMENT:</u>		FY 12	FY 13	BUDGET	PROPOSED	ENACTED
				FY 14	FY 15	FY 15
303320	STORMWATER MANAGEMENT	0	0	1,259,991	1,298,940	1,298,940
<u>WATER & SEWER FUND:</u>						
	BUREAU OF WATER & SEWER					
	ADMINISTRATION	2,566,952	3,352,913	3,399,917	3,271,085	3,271,085
	WATER & SEWER DEPRECIATION	9,638,801	10,824,246	9,200,000	10,824,000	10,824,000
	BUREAU OF WATER & SEWER					
	ENGINEERING	1,195,087	1,218,762	1,318,138	1,337,280	1,337,280
	BUREAU OF WATER & SEWER					
	MAINTENANCE	6,367,236	6,410,641	6,939,334	7,088,071	7,088,071
	WATER & SEWER WASTEWATER					
	PROCESSING	10,194,647	10,317,235	12,114,644	12,434,976	12,434,976
	WATER & SEWER WATER					
	PRODUCTION	6,377,396	6,214,422	7,078,786	7,696,174	7,696,174
		<u>6,377,396</u>	<u>6,214,422</u>	<u>7,078,786</u>	<u>7,696,174</u>	<u>7,696,174</u>
	GRAND TOTAL	<u>77,662,016</u>	<u>81,308,126</u>	<u>85,519,239</u>	<u>88,732,033</u>	<u>88,732,033</u>

**DEPARTMENT STAFF SUMMARY
PUBLIC WORKS**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - GENERAL FUND</u>						
Administrative Assistant I	1.00	33,100	0.00	0	0.00	0
Administrative Assistant II	0.00	0	1.00	38,792	1.00	38,792
Chief, Engineering Division	1.00	116,534	1.00	118,934	1.00	118,934
Civil Engineer IV	1.00	100,884	1.00	104,919	1.00	104,919
Deputy Director of Public Works	1.00	122,361	1.00	124,862	1.00	124,862
Engineering Associate IV	1.00	74,511	1.00	77,491	1.00	77,491
Equipment Operator	3.00	126,107	3.00	131,151	3.00	129,330
Equipment Repair Specialist	1.00	53,460	1.00	55,598	1.00	55,598
Laborer	7.00	175,477	7.00	192,556	7.00	180,731
Management Assistant II	1.00	58,357	1.00	60,692	1.00	60,692
Recycling Program Coordinator	1.00	45,000	1.00	45,000	1.00	45,000
Recycling Program Manager	1.00	98,011	1.00	101,931	1.00	65,000
Senior Equipment Operator	3.00	128,348	3.00	133,482	3.00	130,218
Weighmaster/Attendant I	0.00	0	1.00	27,248	1.00	27,248
Weighmaster/Attendant II	1.00	44,029	1.00	45,790	1.00	45,790
Weighmaster/Attendant Trainee	1.00	23,700	0.00	0	0.00	0
FULL-TIME SALARIES	24.00	1,199,879	24.00	1,258,446	24.00	1,204,605
SALARY OFFSET		0		0		(22,600)
TOTAL FULL-TIME SALARIES	24.00	1,199,879	24.00	1,258,446	24.00	1,182,005
TEMPORARY SALARIES		6,590		0		16,224
SUB-TOTAL GENERAL FUND SALARIES	24.00	1,206,469	24.00	1,258,446	24.00	1,198,229

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PUBLIC WORKS - SOLID WASTE SERVICES						
Administrative Assistant I	1.00	47,896	1.00	49,812	1.00	49,812
Administrative Assistant II	1.00	39,132	0.00	0	0.00	0
Administrative Specialist I	1.00	49,063	0.00	0	0.00	0
Administrative Specialist II	0.00	0	1.00	52,556	1.00	52,556
Chief, Solid Waste Management	1.00	101,865	1.00	80,000	1.00	80,000
Clerk Typist	0.00	0	1.00	42,263	1.00	42,263
Crew Chief	3.00	186,081	3.00	193,524	3.00	171,073
Crew Leader I	1.00	33,100	1.00	34,424	1.00	34,424
Engineering Associate II	1.00	54,556	1.00	56,739	0.00	0
Engineering Associate III	0.00	0	0.00	0	1.00	58,441
Equipment Operator	2.00	102,189	2.00	106,277	3.00	139,377
Equipment Operator Trainee	1.00	32,000	1.00	33,280	0.00	0
Equipment Repair Specialist	1.00	53,460	1.00	55,598	1.00	55,598
Laborer	5.00	183,513	5.00	186,552	5.00	185,140
Landfill Supervisor	1.00	61,351	1.00	63,805	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	297,854	7.00	292,063
Weighmaster/Attendant I	1.00	30,857	1.00	32,091	1.00	32,091
Weighmaster/Attendant II	5.00	245,057	5.00	254,859	5.00	254,859
Weighmaster/Attendant Trainee	1.00	23,700	0.00	0	0.00	0
Weighmaster Supervisor	0.00	0	0.00	0	1.00	63,805
TOTAL FULL-TIME SALARIES	33.00	1,533,649	32.00	1,539,634	32.00	1,511,502
SALARY OFFSET		0		0		(48,431)
TOTAL FULL-TIME SALARIES	33.00	1,533,649	32.00	1,539,634	32.00	1,463,071

**DEPARTMENT STAFF SUMMARY
PUBLIC WORKS**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PUBLIC WORKS - SOLID WASTE SERVICES, CONT'D						
PART-TIME SALARIES						
Laborer	0.60	13,566	0.60	13,566	0.60	13,566
Senior Equipment Operator	0.60	24,960	0.60	25,958	0.60	25,958
TOTAL PART-TIME SALARIES	1.20	38,526	1.20	39,524	1.20	39,524
SUB-TOTAL SOLID WASTE SALARIES	34.20	1,572,175	33.20	1,579,158	33.20	1,502,595

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PUBLIC WORKS - HIGHWAYS FUND						
Accounting Clerk I	1.00	30,200	0.00	0	0.00	0
Accounting Clerk II	0.00	0	1.00	33,100	1.00	33,100
Accounting Technician II	0.00	0	0.00	0	1.00	39,900
Administrative Assistant II	9.00	451,701	9.00	469,768	9.00	469,768
Administrative Budget Technician I	2.00	117,736	1.00	44,019	0.00	0
Administrative Budget Technician II	1.00	68,328	3.00	197,180	3.00	197,180
Administrative Specialist I	3.00	162,163	2.00	118,285	2.00	118,285
Central Stores Coordinator	1.00	39,063	1.00	40,626	1.00	40,626
Central Stores Manager	1.00	46,159	1.00	48,006	1.00	48,006
Chauffeur-Laborer	33.00	1,055,334	29.00	952,525	26.00	891,671
Chief, Bureau of Construction Management	1.00	87,877	1.00	91,392	1.00	91,392
Chief, Construction Inspector	4.00	295,876	3.00	234,593	4.00	307,711
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Chief, Highways Division	1.00	86,292	1.00	89,744	1.00	89,744
Chief, Vertical Inspector	1.00	75,475	1.00	78,494	1.00	78,494
Civil Engineer II	4.00	275,473	1.00	55,632	1.00	55,632
Civil Engineer III	6.00	592,273	5.00	520,247	4.00	412,178
Civil Engineer IV	2.00	214,829	1.00	109,897	1.00	109,897
Communications Specialist II	1.00	49,942	1.00	51,940	1.00	51,940
Crew Chief	12.00	592,647	12.00	600,109	12.00	608,103
Deputy Director of Public Works	2.00	228,849	2.00	234,528	2.00	234,528
Director of Public Works	1.00	122,160	1.00	110,933	1.00	115,933
Drafting Technician I	1.00	53,529	1.00	55,670	0.00	0
Engineering Associate I	2.00	79,668	1.00	48,431	2.00	96,362
Engineering Associate II	2.00	89,599	2.00	87,448	2.00	87,448
Engineering Associate IV	3.00	217,016	2.00	144,232	2.00	144,232
Engineering Associate V	4.00	318,958	2.00	155,534	2.00	155,534

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PUBLIC WORKS - HIGHWAYS FUND, CONT'D						
Engineering Records Technician	1.00	70,963	1.00	73,802	1.00	73,802
Equipment Operator	20.00	730,997	19.00	702,977	23.00	813,475
Equipment Operator Trainee	2.00	60,400	4.00	127,120	4.00	123,258
Equipment Repair Specialist	6.00	291,779	6.00	303,451	6.00	290,944
GIS Analyst II	1.00	56,000	1.00	56,000	1.00	56,000
GIS Coordinator	1.00	66,270	1.00	68,921	1.00	68,921
Inspector I	1.00	37,300	0.00	0	4.00	178,003
Inspector II	13.00	661,151	13.00	676,066	9.00	470,748
Inspector III	8.00	494,724	8.00	514,514	7.00	421,503
Laborer	5.00	161,214	5.00	167,663	3.00	108,289
Land Surveyor	1.00	84,090	1.00	87,454	1.00	87,454
Maintenance Supervisor	6.00	382,928	7.00	438,286	7.00	427,382
Management Assistant I	1.00	58,540	1.00	60,882	1.00	60,882
Management Assistant II	1.00	78,332	1.00	81,465	1.00	81,465
Permits Clerk	0.00	0	0.00	0	1.00	55,670
Road Marking Equipment Operator I	2.00	66,200	3.00	113,195	3.00	119,000
Road Marking Equipment Operator II	2.00	74,600	2.00	77,584	2.00	77,584
Road Marking Equipment Operator III	1.00	53,892	1.00	56,048	1.00	56,048
Senior Equipment Operator	15.00	646,629	14.00	604,030	14.00	622,057
Superintendent Highways	2.00	128,617	2.00	133,762	2.00	133,762
Trades/Laborer	5.00	184,732	5.00	190,914	5.00	189,706
Traffic Operations Supervisor	2.00	119,678	2.00	124,465	2.00	124,465
Traffic Sign Mechanic I	0.00	0	0.00	0	2.00	58,229
Traffic Sign Mechanic II	4.00	131,400	4.00	136,656	3.00	97,209
Traffic Sign Mechanic III	1.00	45,274	1.00	47,085	1.00	47,085
Utility Worker I	3.00	110,093	4.00	147,597	4.00	147,597
Utility Worker II	3.00	140,091	3.00	144,203	3.00	130,648
SUB-TOTAL HIGHWAYS FUND SALARIES	206.00	10,407,066	194.00	9,826,498	194.00	9,718,875

**DEPARTMENT STAFF SUMMARY
PUBLIC WORKS**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - STORMWATER MANAGEMENT FUND</u>						
Administrative Specialist I	0.00	0	1.00	50,365	1.00	50,365
Chief, Construction Inspector	0.00	0	1.00	73,118	0.00	0
Civil Engineer II	0.00	0	3.00	189,007	3.00	189,007
Civil Engineer III	0.00	0	1.00	92,307	1.00	92,307
Civil Engineer IV	0.00	0	1.00	113,525	1.00	113,525
Engineering Associate II	0.00	0	1.00	43,035	1.00	43,035
Engineering Associate IV	0.00	0	1.00	81,465	1.00	81,465
Engineering Associate V	0.00	0	2.00	176,182	2.00	176,182
Inspector II	0.00	0	1.00	43,900	1.00	43,900
Inspector III	0.00	0	0.00	0	1.00	61,152
TOTAL FULL-TIME SALARIES	0.00	0	12.00	862,904	12.00	850,938
SALARY OFFSET						
		0		0		(36,923)
TOTAL FULL-TIME SALARIES	0.00	0	12.00	862,904	12.00	814,015

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - WATER & SEWER FUND</u>						
Accountant III	1.00	101,865	1.00	105,939	1.00	105,939
Administrative Assistant I	1.00	40,107	2.00	74,812	3.00	113,569
Administrative Assistant II	6.00	284,127	5.00	252,316	6.00	291,192
Administrative Specialist II	1.00	79,375	1.00	82,550	1.00	82,550
Assistant Superintendent	8.00	622,635	8.00	647,542	7.00	558,570
Central Stores Manager	2.00	81,413	2.00	84,669	2.00	84,669
Chemist	1.00	57,260	1.00	59,549	1.00	59,549
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Water & Sewer	3.00	351,042	3.00	351,043	3.00	338,886
Civil Engineer I	1.00	43,900	1.00	45,656	1.00	45,656
Civil Engineer II	2.00	115,157	2.00	117,867	2.00	117,867
Civil Engineer III	4.00	379,681	4.00	394,871	4.00	360,264
Civil Engineer IV	1.00	110,992	1.00	114,629	1.00	114,629
Clerk Typist	1.00	27,500	0.00	0	0.00	0
Computer System Engineer III	2.00	146,208	2.00	152,056	2.00	152,056
Database Administrator	1.00	69,795	1.00	72,587	1.00	52,800
Deputy Director Public Works	1.00	122,179	1.00	124,862	1.00	124,862
Drafting Technician II	1.00	56,112	1.00	58,358	1.00	58,358
Electrician Water & Sewer Operations	1.00	44,322	1.00	46,095	1.00	43,900
Engineering Associate III	1.00	51,852	0.00	0	0.00	0
Engineering Associate IV	0.00	0	1.00	56,621	1.00	56,621
Equipment Repair Specialist	1.00	37,300	1.00	38,792	1.00	38,792
GIS Coordinator	1.00	70,094	1.00	72,896	1.00	76,541
Instrumentation Technician	1.00	56,136	1.00	58,381	2.00	109,381
Laboratory Technician	5.00	226,683	5.00	235,751	4.00	194,255

**DEPARTMENT STAFF SUMMARY
PUBLIC WORKS**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - WATER & SEWER FUND, CONT'D</u>						
Management Assistant I	0.00	0	0.00	0	1.00	61,000
Management Assistant II	3.00	230,153	3.00	216,268	1.00	64,000
Permits Review Supervisor	0.00	0	0.00	0	1.00	76,216
Plant Operations Manager	2.00	162,651	2.00	169,157	2.00	169,157
Plant Operator (Water/Wastewater)	16.00	739,423	14.00	647,991	15.00	671,025
Plant Operator Trainee I (Water/Wastewater)	11.00	302,500	4.00	110,000	2.00	55,000
Plant Operator Trainee II (Water/Wastewater)	3.00	99,300	13.00	436,919	13.00	432,948
Plant Superintendent Water & Sewer	3.00	257,295	3.00	264,475	3.00	264,474
Pretreatment Inspector	1.00	43,900	1.00	45,656	1.00	45,656
Process Engineer	2.00	144,167	2.00	147,614	2.00	147,614
Senior Electrician Water & Sewer	1.00	58,335	1.00	60,668	1.00	60,668
Senior Instrument Technician	1.00	61,897	1.00	64,371	1.00	64,371
Senior Laboratory Technician	1.00	47,400	1.00	49,296	2.00	96,696
Senior Plant Operator	5.00	305,757	3.00	196,419	3.00	196,419
Senior W/WW Facility Mechanic	3.00	171,507	4.00	243,528	4.00	243,529
Shift Supervisor/Plant Operations	6.00	396,543	6.00	412,407	6.00	412,404
Superintendent of Laboratories	1.00	65,409	1.00	68,025	1.00	68,025
Superintendent of Water & Sewer Facilities	1.00	90,507	1.00	94,127	2.00	172,498
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	69,206	1.00	69,206
Water & Sewer Permits Technician	1.00	35,600	2.00	73,030	1.00	43,796
Water & Sewer Utility Crew Chief	6.00	310,710	6.00	323,139	6.00	319,083
Water & Sewer Utility Technician I	0.00	0	1.00	39,900	1.00	56,048
Water & Sewer Utility Technician II	1.00	63,799	1.00	66,351	0.00	0
Water & Sewer Utility Technician III	2.00	130,634	2.00	135,858	3.00	204,199
Water & Sewer Utility Worker I	5.00	181,590	7.00	233,569	6.00	186,553
Water & Sewer Utility Worker II	11.00	334,544	5.00	148,411	8.00	228,711
Water & Sewer Utility Worker III (Certified)	3.00	112,547	6.00	230,442	6.00	228,949

**DEPARTMENT STAFF SUMMARY
PUBLIC WORKS**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PUBLIC WORKS - WATER & SEWER FUND, CONT'D</u>						
Water & Sewer Utility Worker III (Non-Certified)	6.00	196,859	5.00	164,535	3.00	104,135
Water & Sewer Utility Worker IV	2.00	104,677	4.00	189,496	4.00	161,363
Water/Wastewater Facility Mechanic	9.00	455,104	9.00	440,021	10.00	467,439
Water/Wastewater Facility Mechanic Trainee	4.00	132,400	4.00	132,400	3.00	99,300
Water Meter Mechanic I	1.00	27,500	1.00	28,600	1.00	27,500
Water Meter Mechanic II	7.00	293,227	7.00	295,415	7.00	284,615
Water Meter Technician I	2.00	107,784	2.00	112,096	2.00	112,096
Water Meter Technician II	1.00	57,814	1.00	60,127	1.00	60,127
FULL-TIME SALARIES	170.00	9,035,212	171.00	9,288,759	172.00	9,207,126
SALARY OFFSET		(11,744)		0		0
TOTAL FULL-TIME SALARIES	170.00	9,023,468	171.00	9,288,759	172.00	9,207,126
TEMPORARY SALARIES		99,778		53,544		105,410
SUB-TOTAL WATER & SEWER SALARIES	170.00	9,123,246	171.00	9,342,303	172.00	9,312,536

**DEPARTMENT STAFF SUMMARY
PUBLIC WORKS**

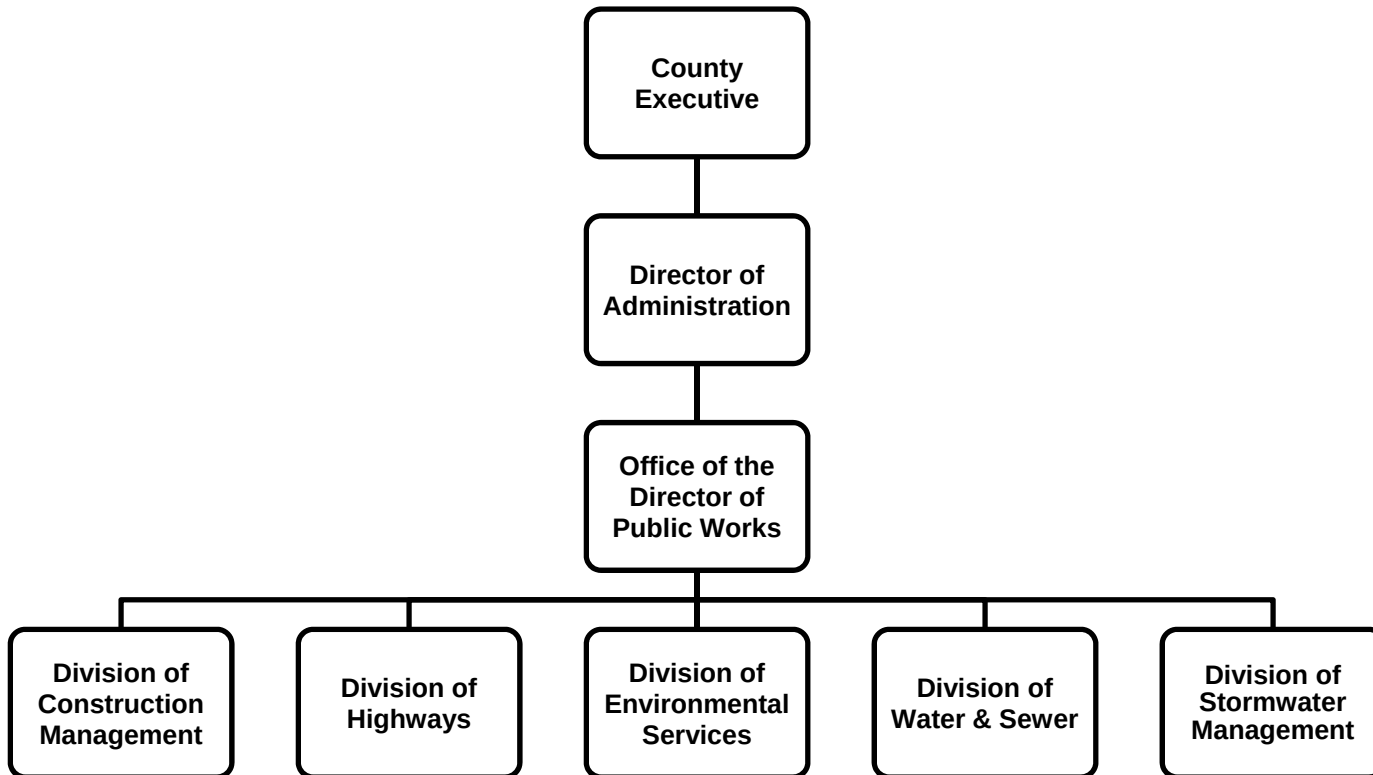
POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		2,018,383		2,288,321		2,262,699
Workers' Compensation		824,063		835,757		835,130
Health Benefits		5,493,335		5,617,522		6,097,962
PEHP		0		401,605		468,836
Overtime & Shift Differential		1,500,591		1,669,100		1,632,700
FICA		1,813,654		1,873,485		1,850,367
Miscellaneous		61,040		61,040		60,900
TOTAL OTHER PERSONAL SERVICES		11,711,066		12,746,830		13,208,594

<u>PUBLIC WORKS - DEPARTMENT TOTALS</u>						
FULL-TIME SALARIES	433.00	22,175,806	433.00	22,776,241	434.00	22,493,046
SALARY OFFSET		(11,744)		0		(107,954)
TOTAL PART-TIME SALARIES	1.20	38,526	1.20	39,524	1.20	39,524
TOTAL DEPARTMENTAL TEMPORARY SALARIES		106,368		53,544		121,634
TOTAL OTHER PERSONAL SERVICES		11,711,066		12,746,830		13,208,594
DEPARTMENTAL SALARY TOTAL	434.20	34,020,022 *	434.20	35,616,139	435.20	35,754,844
* FY 13 Salaries and Other Personal Services are Enacted not Audited amounts						

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DEPARTMENT OF PUBLIC WORKS

OFFICE OF THE DIRECTOR



PUBLIC WORKS
Director's Office
Index #303110

ORIGIN/PURPOSE:

The Director of Public Works provides guidance and administrative support to all divisions within the Department of Public Works. The Director works to provide a more efficient, cost-effective Department of Public Works which will define and meet the needs of our citizens while maintaining a work environment based on common sense, accountability, and compassion.

The Department of Public Works is divided into four major divisions: Water and Sewer, Highways, Stormwater Management, Environmental Services and Construction Management. This assures support and participation from each division of the Department in planning and improvements. The Director of Public Works is a position mandated by the Harford County Charter that must be held by an individual who possesses a Professional Engineer's license under the laws of the State of Maryland.

FY 2014 - FY 2015 GOALS:

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

STRIVE TOWARD REORGANIZATION OF ENVIRONMENTAL SERVICES AND WATER & SEWER TO INCREASE FLEXIBILITY AND EFFICIENCY WHILE WORKING TOWARD BECOMING SELF-FUNDED.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	271,049	234,383	258,189	266,180	266,180
20 CONTRACTUAL SERVICES	15,433	8,633	15,910	15,910	15,910
30 SUPPLIES & MATERIALS	693	390	975	975	975
40 BUSINESS AND TRAVEL	2,932	3,687	4,690	4,690	4,690
80 INTER-GOVERNMENTAL/INTERFUND	555	677	700	700	700
GRAND TOTAL	290,662	247,770	280,464	288,455	288,455

FUNDING SOURCE:

25 HIGHWAYS	290,662	247,770	280,464	288,455	288,455

PUBLIC WORKS
Director's Office
Index #303110

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
258,189	266,180	7,991	<u>PERSONAL SERVICES</u> Increase is the net result of salary, pension, health benefits and PEHP (Post Employment Health Plan) adjustments

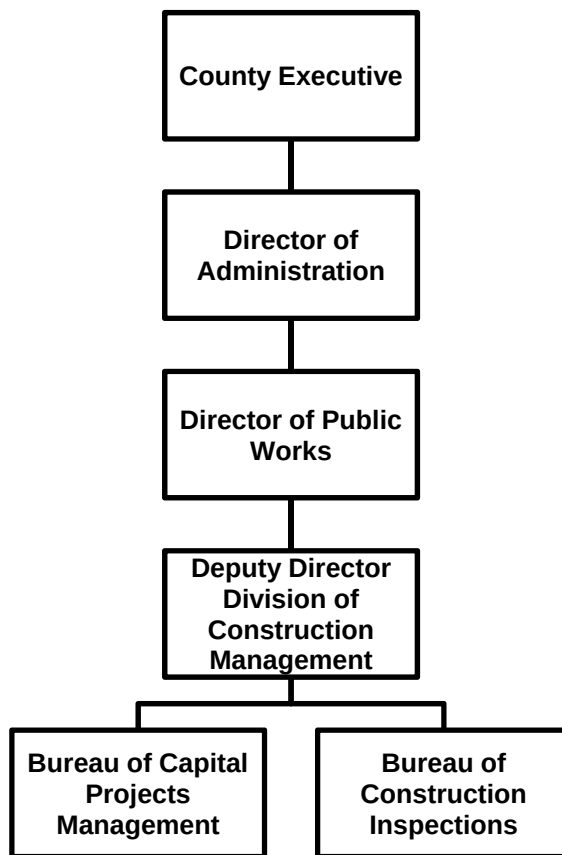
DIVISION STAFF SUMMARY
Director of Public Works
Index #303110

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Budget Technician II	1.00	68,328	1.00	71,061	1.00	71,061
Director of Public Works	1.00	122,160	1.00	110,933	1.00	115,933
SALARY TOTAL	2.00	190,488	2.00	181,994	2.00	186,994
OTHER PERSONAL SERVICES						
Pension & Retirement		17,144		18,199		18,699
Workers' Compensation		438		419		430
Health Benefits		36,370		38,810		41,040
PEHP		0		4,564		4,432
FICA		13,620		13,923		14,305
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		67,852		76,195		79,186
TOTAL PERSONAL SERVICES	2.00	258,340 *	2.00	258,189	2.00	266,180

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

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 2014 - FY 2015 GOAL:

TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	3,143,239	3,052,365	3,031,419	2,940,492	2,940,492
20 CONTRACTUAL SERVICES	214,774	193,804	254,900	199,315	199,315
30 SUPPLIES & MATERIALS	18,403	18,787	18,050	15,400	15,400
40 BUSINESS AND TRAVEL	89,414	75,876	96,225	92,475	92,475
50 CAPITAL OUTLAY	737	44,745	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	3,584	2,916	4,000	3,900	3,900
GRAND TOTAL	<u>3,470,151</u>	<u>3,388,493</u>	<u>3,404,594</u>	<u>3,251,582</u>	<u>3,251,582</u>

SUMMARY BY FUND:

25 HIGHWAYS	<u>3,470,151</u>	<u>3,388,493</u>	<u>3,404,594</u>	<u>3,251,582</u>	<u>3,251,582</u>
GRAND TOTAL	<u>3,470,151</u>	<u>3,388,493</u>	<u>3,404,594</u>	<u>3,251,582</u>	<u>3,251,582</u>

SUMMARY BY DIVISION:

303125	BUREAU OF CAPITAL PROJECTS MANAGEMENT	751,837	681,927	721,778	728,561	728,561
303220	BUREAU OF CONSTRUCTION INSPECTIONS	<u>2,718,314</u>	<u>2,706,566</u>	<u>2,682,816</u>	<u>2,523,021</u>	<u>2,523,021</u>
GRAND TOTAL		<u>3,470,151</u>	<u>3,388,493</u>	<u>3,404,594</u>	<u>3,251,582</u>	<u>3,251,582</u>

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
3,031,419	2,940,492	(90,927)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover and pension, workers' compensation, health benefits and PEHP (Post Employment Health Plan) adjustments. Overtime decreased in an effort to reduce costs.
254,900	199,315	(55,585)	<u>CONTRACTUAL SERVICES</u> Lease for office space increases and appropriations for telephone services, electricity and other professional services decreased in an effort to reduce costs
18,050	15,400	(2,650)	<u>SUPPLIES & MATERIALS</u> Appropriations are decreased for materials and supplies in an effort to reduce costs
96,225	92,475	(3,750)	<u>BUSINESS AND TRAVEL</u> Appropriations are decreased for fuel, vehicle maintenance and training seminars in an effort to reduce costs

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	3.00	164,259	3.00	170,829	3.00	170,829
Administrative Budget Technician I	1.00	66,338	0.00	0	0.00	0
Administrative Budget Technician II	0.00	0	1.00	71,061	1.00	71,061
Chief, Bureau of Construction Management	1.00	87,877	1.00	91,392	1.00	91,392
Chief, Construction Inspector	3.00	225,570	3.00	234,593	3.00	234,593
Chief, Vertical Inspector	1.00	75,475	1.00	78,494	1.00	78,494
Civil Engineer IV	1.00	105,670	1.00	109,897	1.00	109,897
Deputy Director of Public Works	1.00	105,448	1.00	109,666	1.00	109,666
Engineering Associate V	1.00	57,705	1.00	60,013	1.00	60,013
Inspector I	0.00	0	0.00	0	4.00	178,003
Inspector II	13.00	661,151	13.00	676,066	9.00	470,748
Inspector III	7.00	435,924	7.00	453,362	7.00	421,503
SALARY TOTAL	32.00	1,985,417	32.00	2,055,373	32.00	1,996,199
OTHER PERSONAL SERVICES						
Pension & Retirement		178,688		205,537		199,620
Workers' Compensation		44,533		45,498		43,924
Health Benefits		422,187		422,699		470,300
PEHP		0		31,946		39,888
Overtime		101,000		101,000		31,000
FICA		159,611		164,886		155,081
Miscellaneous		4,480		4,480		4,480
TOTAL OTHER PERSONAL SERVICES		910,499		976,046		944,293
TOTAL PERSONAL SERVICES	32.00	2,895,916 *	32.00	3,031,419	32.00	2,940,492

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT 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 2014 - FY 2015 GOAL:

TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	722,247	656,441	688,528	699,561	699,561
20 CONTRACTUAL SERVICES	14,273	12,761	15,350	13,900	13,900
30 SUPPLIES & MATERIALS	4,658	4,854	5,150	3,700	3,700
40 BUSINESS AND TRAVEL	10,546	7,871	12,250	11,000	11,000
80 INTER-GOVERNMENTAL/INTERFUND	113	0	500	400	400
GRAND TOTAL	751,837	681,927	721,778	728,561	728,561

FUNDING SOURCE:

25 HIGHWAYS	751,837	681,927	721,778	728,561	728,561

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT
Bureau of Capital Projects Management
Index #303125

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
688,528	699,561	11,033	<u>PERSONAL SERVICES</u> Increase is the result of staff turnover, health benefits and PEHP (Post Employment Health Plan) adjustments
15,350	13,900	(1,450)	<u>CONTRACTUAL SERVICES</u> Appropriations are decreased for telephone, fax and other professional services in an effort to reduce costs
5,150	3,700	(1,450)	<u>SUPPLIES AND MATERIALS</u> Funding for duplicating machine supplies decrease in an effort to reduce costs
12,250	11,000	(1,250)	<u>BUSINESS AND TRAVEL</u> Appropriations are decreased for vehicle maintenance and fuel in an effort to reduce costs

DIVISION STAFF SUMMARY
Bureau of Capital Projects Management
Index #303125

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	57,474	1.00	59,773	1.00	59,773
Chief, Vertical Inspector	1.00	75,475	1.00	78,494	1.00	78,494
Civil Engineer IV	1.00	105,670	1.00	109,897	1.00	109,897
Engineering Associate V	1.00	57,705	1.00	60,013	1.00	60,013
Inspector I	0.00	0	0.00	0	2.00	102,000 A
Inspector II	2.00	102,878	2.00	99,020	0.00	0
Inspector III	1.00	60,285	1.00	62,696	1.00	57,876
SALARY TOTAL	7.00	459,487	7.00	469,893	7.00	468,053
OTHER PERSONAL SERVICES						
Pension & Retirement		41,354		46,989		46,805
Workers' Compensation		7,744		7,750		7,701
Health Benefits		108,877		121,405		125,843
PEHP		0		4,564		13,296
Overtime		1,000		1,000		1,000
FICA		35,227		35,947		35,883
Miscellaneous		980		980		980
TOTAL OTHER PERSONAL SERVICES		195,182		218,635		231,508
TOTAL PERSONAL SERVICES	7.00	654,669 *	7.00	688,528	7.00	699,561

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Two (2) vacant Inspector II positions filled as Inspector I - #0751 and #1046

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT
Bureau of Construction Inspection
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 2014 - FY 2015 GOAL:

TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,420,992	2,395,924	2,342,891	2,240,931	2,240,931
20 CONTRACTUAL SERVICES	200,501	181,043	239,550	185,415	185,415
30 SUPPLIES & MATERIALS	13,745	13,933	12,900	11,700	11,700
40 BUSINESS AND TRAVEL	78,868	68,005	83,975	81,475	81,475
50 CAPITAL OUTLAY	737	44,745	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	3,471	2,916	3,500	3,500	3,500
GRAND TOTAL	2,718,314	2,706,566	2,682,816	2,523,021	2,523,021

FUNDING SOURCE:

25 HIGHWAYS	2,718,314	2,706,566	2,682,816	2,523,021	2,523,021

PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT Bureau of Construction Inspection Index #303220

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,342,891	2,240,931	(101,960)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover, pension, workers' compensation, health benefits and PEHP (Post Employment Health Plan) adjustments. Overtime is decreased in an effort to reduce costs.
239,550	185,415	(54,135)	<u>CONTRACTUAL SERVICES</u> Increase for office lease is offset by adjustments to telephone services, electricity and professional services in an effort to reduce costs
12,900	11,700	(1,200)	<u>SUPPLIES AND MATERIALS</u> Appropriations are decreased for various materials and supplies in an effort to reduce costs
83,975	81,475	(2,500)	<u>BUSINESS AND TRAVEL</u> Appropriations are decreased for fuel, vehicle maintenance and training seminars in an effort to reduce costs

DIVISION STAFF SUMMARY
Bureau of Construction Inspections
Index #303220

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	106,785	2.00	111,056	2.00	111,056
Administrative Budget Technician I	1.00	66,338	0.00	0	0.00	0
Administrative Budget Technician II	0.00	0	1.00	71,061	1.00	71,061
Chief, Bureau of Construction Mgt	1.00	87,877	1.00	91,392	1.00	91,392
Chief, Construction Inspector	3.00	225,570	3.00	234,593	3.00	234,593
Deputy Director of Public Works	1.00	105,448	1.00	109,666	1.00	109,666
Inspector I	0.00	0	0.00	0	2.00	76,003 A
Inspector II	11.00	558,273	11.00	577,046	9.00	470,748
Inspector III	6.00	375,639	6.00	390,666	6.00	363,627
SALARY TOTAL	25.00	1,525,930	25.00	1,585,480	25.00	1,528,146
OTHER PERSONAL SERVICES						
Pension & Retirement		137,334		158,548		152,815
Workers' Compensation		36,789		37,748		36,223
Health Benefits		313,310		301,294		344,457
PEHP		0		27,382		26,592
Overtime		100,000		100,000		30,000 B
FICA		124,384		128,939		119,198
Miscellaneous		3,500		3,500		3,500
TOTAL OTHER PERSONAL SERVICES		715,317		757,411		712,785
TOTAL PERSONAL SERVICES	25.00	2,241,247 *	25.00	2,342,891	25.00	2,240,931

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) vacant Inspector II positions filled as Inspector I - #0853 and #3423

B - Overtime is reduced in an effort to reduce costs

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$420,000	\$480,000	\$360,000	\$494,400	\$300,000
Number of staff*	7	8	6	8	5
<u>Output:</u>					
Dollar cost of construction work that was inspected	\$10,713,325	\$11,655,209	\$6,455,045	\$12,500,000	\$6,500,000
<u>Efficiency:</u>					
Construction work inspected per inspector (measured in dollar cost of inspected work)	\$1,530,475	\$1,456,901	\$1,075,841	\$1,562,500	\$1,300,000
Target for each inspector (based on industry standard)	\$1,240,005	\$1,240,005	\$1,240,005	\$1,240,005	\$1,240,005
<u>Service Quality:</u>					
Percent of industry standard achieved	123%	117%	87%	126%	105%
<u>Outcome:</u>					
Inspection costs as a percentage of construction amount	3.9%	4.1%	5.6%	4.0%	4.6%

*includes 6 County employees

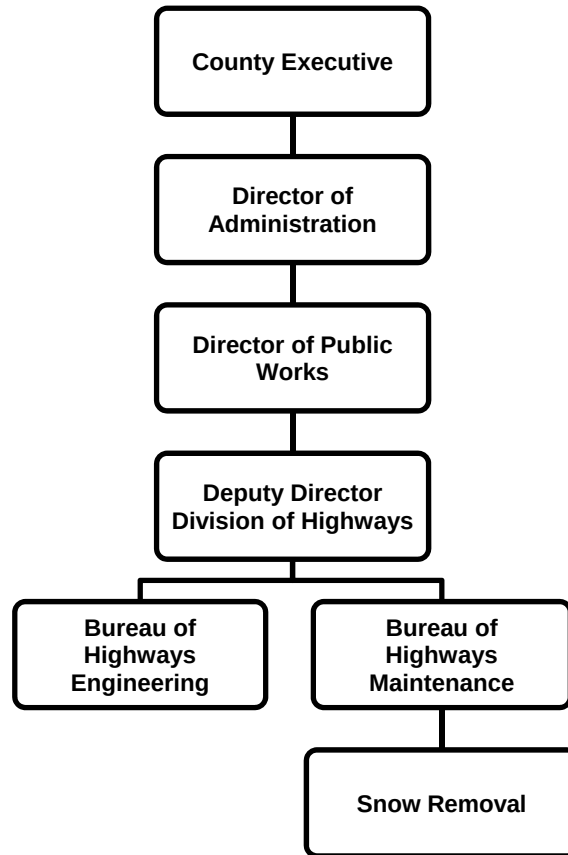
Explanation and Analysis of Performance Measures

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.

The drop in the Service Quality percent and the increase in the Outcome percent are primarily due to a rapid, steep decrease in the Output numbers.

DEPARTMENT OF PUBLIC WORKS

DIVISION OF HIGHWAYS



PUBLIC WORKS - DIVISION OF HIGHWAYS

ORIGIN/PURPOSE:

The Highways Division of the Department of Public Works has overall responsibility for the County's roadway network and stream quality. This charge is divided between two distinct functional areas:

BUREAU OF ENGINEERING: Responsibilities include engineering, design, and technical support of capital projects, development review, and drafting for highway related projects and other County agencies. In addition, this section performs traffic analysis for intersection improvements, future roads, speed studies, etc.

BUREAU OF HIGHWAYS MAINTENANCE: Responsible for maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains and culverts. This area is also responsible for the maintenance of approximately 1,057 miles of County roadways; 223 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,402 street lights.

Snow Removal: Overtime cost, materials, meals, and other related expenses incurred for snow removal operations are budgeted in the account under the purview of the Bureau of Highways Maintenance.

MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE HIGH QUALITY ENGINEERING, MAINTAIN ROADWAY INFRASTRUCTURE, AND STREAM QUALITY IN A COST EFFECTIVE MANNER TO MEET THE NEEDS OF HARFORD COUNTY

FY 2014 - FY 2015 GOALS:

TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES

PUBLIC WORKS - DIVISION OF HIGHWAYS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	12,740,837	13,085,933	12,077,420	12,139,342	12,139,342
20 CONTRACTUAL SERVICES	2,695,820	2,863,232	3,130,000	3,134,848	3,134,848
30 SUPPLIES & MATERIALS	1,745,864	1,946,049	2,652,215	2,468,395	2,468,395
40 BUSINESS AND TRAVEL	1,162,069	1,261,758	1,358,450	1,358,450	1,358,450
50 CAPITAL OUTLAY	6,241	549,028	4,000	14,000	14,000
70 MISCELLANEOUS	4,537,748	5,298,862	5,604,768	5,380,114	5,380,114
80 INTER-GOVERNMENTAL/INTERFUND	534	930	625	625	625
GRAND TOTAL	<u>22,889,113</u>	<u>25,005,792</u>	<u>24,827,478</u>	<u>24,495,774</u>	<u>24,495,774</u>

SUMMARY BY FUND:

25 HIGHWAYS	<u>22,889,113</u>	<u>25,005,792</u>	<u>24,827,478</u>	<u>24,495,774</u>	<u>24,495,774</u>
GRAND TOTAL	<u>22,889,113</u>	<u>25,005,792</u>	<u>24,827,478</u>	<u>24,495,774</u>	<u>24,495,774</u>

SUMMARY BY DIVISION:

303210	BUREAU OF HIGHWAYS ENGINEERING	2,588,040	2,661,049	2,666,674	2,634,885	2,634,885
303310	BUREAU OF WATER RESOURCES	1,190,842	1,206,125	0	0	0
303410	BUREAU OF HIGHWAYS MAINTENANCE	18,646,588	20,528,912	20,694,144	20,390,381	20,390,381
303430	SNOW REMOVAL	<u>463,643</u>	<u>609,706</u>	<u>1,466,660</u>	<u>1,470,508</u>	<u>1,470,508</u>
GRAND TOTAL		<u>22,889,113</u>	<u>25,005,792</u>	<u>24,827,478</u>	<u>24,495,774</u>	<u>24,495,774</u>

PUBLIC WORKS - DIVISION OF HIGHWAYS

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
12,077,420	12,139,342	61,922	<u>PERSONAL SERVICES</u> Increase is the result of staff turnover and salary, pension/retirement, workers' compensation, PEHP (Post Employment Health Plan) health benefits and FICA adjustments
3,130,000	3,134,848	4,848	<u>CONTRACTUAL SERVICES</u> Office equipment increase based on actual copier leases and vehicle and operating equipment increase to provide for contractual snow removal assistant and emergency snow removal support
2,652,215	2,468,395	(183,820)	<u>SUPPLIES & MATERIALS</u> Funding provided to purchase uniforms not covered under the uniform rental agreement increase due to new union contract. Appropriations are decreased for crushed aggregate, bituminous concrete and liquid bituminous in an effort to reduce costs.
4,000	14,000	10,000	<u>CAPITAL OUTLAY</u> Replacement of saws which cannot be repaired.
5,604,768	5,380,114	(224,654)	<u>MISCELLANEOUS</u> Funding provides for Baltimore Metropolitan Council dues, Board of Education transportation support and traffic safety reimbursement to offset the expenses of the Sheriff's Traffic Safety Unit. Pro Rata Shares for support to the General Fund administrative services decrease based on total General Fund budget.

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Clerk I	1.00	30,200	0.00	0	0.00	0
Accounting Clerk II	0.00	0	1.00	33,100	1.00	33,100
Accounting Technician II	0.00	0	0.00	0	1.00	39,900
Administrative Assistant II	6.00	287,442	6.00	298,939	6.00	298,939
Administrative Budget Technician I	1.00	51,398	1.00	44,019	0.00	0
Administrative Budget Technician II	0.00	0	1.00	55,058	1.00	55,058
Administrative Specialist I	3.00	162,163	2.00	118,285	2.00	118,285
Central Stores Coordinator	1.00	39,063	1.00	40,626	1.00	40,626
Central Stores Manager	1.00	46,159	1.00	48,006	1.00	48,006
Chauffeur-Laborer	33.00	1,055,334	29.00	952,525	26.00	891,671
Chief, Construction Inspector	1.00	70,306	0.00	0	1.00	73,118
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Chief, Highways Division	1.00	86,292	1.00	89,744	1.00	89,744
Civil Engineer II	4.00	275,473	1.00	55,632	1.00	55,632
Civil Engineer III	6.00	592,273	5.00	520,247	4.00	412,178
Civil Engineer IV	1.00	109,159	0.00	0	0.00	0
Communications Specialist II	1.00	49,942	1.00	51,940	1.00	51,940
Crew Chief	12.00	592,647	12.00	600,109	12.00	608,103
Deputy Director of Public Works	1.00	123,401	1.00	124,862	1.00	124,862
Drafting Technician I	1.00	53,529	1.00	55,670	0.00	0
Engineering Associate I	2.00	79,668	1.00	48,431	2.00	96,362
Engineering Associate II	2.00	89,599	2.00	87,448	2.00	87,448
Engineering Associate IV	3.00	217,016	2.00	144,232	2.00	144,232
Engineering Associate V	3.00	261,253	1.00	95,521	1.00	95,521
Engineering Records Technician	1.00	70,963	1.00	73,802	1.00	73,802
Equipment Operator	20.00	730,997	19.00	702,977	23.00	813,475
Equipment Operator Trainee	2.00	60,400	4.00	127,120	4.00	123,258
Equipment Repair Specialist	6.00	291,779	6.00	303,451	6.00	290,944
GIS Analyst II	1.00	56,000	1.00	56,000	1.00	56,000
GIS Coordinator	1.00	66,270	1.00	68,921	1.00	68,921
Inspector I	1.00	37,300	0.00	0	0.00	0
Inspector III	1.00	58,800	1.00	61,152	0.00	0

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Laborer	5.00	161,214	5.00	167,663	3.00	108,289
Land Surveyor	1.00	84,090	1.00	87,454	1.00	87,454
Maintenance Supervisor	6.00	382,928	7.00	438,286	7.00	427,382
Management Assistant I	1.00	58,540	1.00	60,882	1.00	60,882
Management Assistant II	1.00	78,332	1.00	81,465	1.00	81,465
Permits Clerk	0.00	0	0.00	0	1.00	55,670
Road Marking Equipment Operator I	2.00	66,200	3.00	113,195	3.00	119,000
Road Marking Equipment Operator II	2.00	74,600	2.00	77,584	2.00	77,584
Road Marking Equipment Operator III	1.00	53,892	1.00	56,048	1.00	56,048
Senior Equipment Operator	15.00	646,629	14.00	604,030	14.00	622,057
Superintendent Highways	2.00	128,617	2.00	133,762	2.00	133,762
Trades / Laborer	5.00	184,732	5.00	190,914	5.00	189,706
Traffic Operations Supervisor	2.00	119,678	2.00	124,465	2.00	124,465
Traffic Sign Mechanic I	0.00	0	0.00	0	2.00	58,229
Traffic Sign Mechanic II	4.00	131,400	4.00	136,656	3.00	97,209
Traffic Sign Mechanic III	1.00	45,274	1.00	47,085	1.00	47,085
Utility Worker I	3.00	110,093	4.00	147,597	4.00	147,597
Utility Worker II	3.00	140,091	3.00	144,203	3.00	130,648
SALARY TOTAL	172.00	8,231,161	160.00	7,589,131	160.00	7,535,682
OTHER PERSONAL SERVICES						
Pension & Retirement		747,616		765,998		760,653
Workers' Compensation		385,319		373,866		381,170
Health Benefits		2,127,282		2,015,918		2,127,833
PEHP		0		127,783		132,960
Overtime		560,000		560,000		560,000
FICA		670,382		622,324		618,644
Miscellaneous		24,080		22,400		22,400
TOTAL OTHER PERSONAL SERVICES		4,514,679		4,488,289		4,603,660
TOTAL PERSONAL SERVICES	172.00	12,745,840 *	160.00	12,077,420	160.00	12,139,342

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PUBLIC WORKS - DIVISION OF HIGHWAYS
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 2014 - FY 2015 GOALS:

TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,463,040	2,539,782	2,494,506	2,462,717	2,462,717
20 CONTRACTUAL SERVICES	35,947	37,061	57,400	57,400	57,400
30 SUPPLIES & MATERIALS	9,108	8,851	15,035	15,035	15,035
40 BUSINESS AND TRAVEL	22,599	17,991	35,950	35,950	35,950
50 CAPITAL OUTLAY	813	831	1,000	1,000	1,000
70 MISCELLANEOUS	56,533	56,533	62,583	62,583	62,583
80 INTER-GOVERNMENTAL/INTERFUND	0	0	200	200	200
GRAND TOTAL	<u>2,588,040</u>	<u>2,661,049</u>	<u>2,666,674</u>	<u>2,634,885</u>	<u>2,634,885</u>
<u>FUNDING SOURCE:</u>					
25 HIGHWAYS	<u>2,588,040</u>	<u>2,661,049</u>	<u>2,666,674</u>	<u>2,634,885</u>	<u>2,634,885</u>

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Engineering
Index #303210

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,494,506	2,462,717	(31,789)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover, pension, FICA and health benefits adjustments

DIVISION STAFF SUMMARY
Bureau of Highways Engineering
Index #303210

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	117,858	2.00	122,572	2.00	122,572
Administrative Budget Technician I	1.00	51,398	0.00	0	0.00	0
Administrative Budget Technician II	0.00	0	1.00	55,058	1.00	55,058
Administrative Specialist I	1.00	64,672	1.00	67,259	1.00	67,259
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Civil Engineer II	1.00	53,492	1.00	55,632	1.00	55,632
Civil Engineer III	5.00	503,516	5.00	520,247	4.00	412,178
Deputy Director of Public Works	1.00	123,401	1.00	124,862	1.00	124,862
Drafting Technician I	1.00	53,529	1.00	55,670	0.00	0
Engineering Associate I	1.00	46,568	1.00	48,431	2.00	96,362 A
Engineering Associate II	1.00	48,219	1.00	50,148	1.00	50,148
Engineering Associate IV	2.00	138,684	2.00	144,232	2.00	144,232
Engineering Associate V	1.00	91,847	1.00	95,521	1.00	95,521
Engineering Records Technician	1.00	70,963	1.00	73,802	1.00	73,802
GIS Analyst II	1.00	56,000	1.00	56,000	1.00	56,000
GIS Coordinator	1.00	66,270	1.00	68,921	1.00	68,921
Land Surveyor	1.00	84,090	1.00	87,454	1.00	87,454
Management Assistant II	1.00	78,332	1.00	81,465	1.00	81,465
Permit Clerk	0.00	0	0.00	0	1.00	55,670 B
SALARY TOTAL	23.00	1,768,864	23.00	1,827,299	23.00	1,767,161

DIVISION STAFF SUMMARY
Bureau of Highways Engineering
Index #303210

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		159,198		182,730		176,716
Workers' Compensation		17,482		17,731		17,298
Health Benefits		320,616		324,822		363,809
FICA		133,323		138,704		134,513
Miscellaneous		3,220		3,220		3,220
TOTAL OTHER PERSONAL SERVICES		633,839		667,207		695,556
TOTAL PERSONAL SERVICES	23.00	2,402,703 *	23.00	2,494,506	23.00	2,462,717

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Civil Engineer III position filled as an Engineering Associate I - #0717

B - One (1) vacant Drafting Technician I position filled as a Permit Clerk - #0734

DPW - DIVISION OF HIGHWAYS - HIGHWAYS ENGINEERING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide safe and well maintained bridges.

Department Objective

To increase the average rating of 223 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$5,110,000	\$2,988,000	\$3,710,000	\$3,053,000	\$2,690,000
Number of staff	2.0	2.0	2.0	2.0	2.0
<u>Output:</u>					
Number of bridges in need of repair (i.e. those having ratings ≤ 60)	26	29	26	27	27
<u>Efficiency:</u>					
Average cost to bring bridges up to satisfactory rating	\$650,000	\$650,000	\$700,000	\$800,000	\$900,000
<u>Service Quality:</u>					
Percent of all bridges Countywide with rating of ≤ 60	11.8%	13.1%	11.7%	12.0%	12.0%
<u>Outcome:</u>					
Average rating of all County bridges	80.5	80.4	80.5	80.3	80.1

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 - DIVISION OF HIGHWAYS - 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$5,600,000	\$5,448,130	\$5,640,000	\$6,527,000	\$5,703,000
Number of staff	1	1	1.5	1.5	1.5
<u>Output:</u>					
Number of miles resurfaced	20.6	12.5	9.0	9.5	8.0
Number of miles micro-surfaced/thin-lift overlay	12	28	31.9	27	33
<u>Efficiency:</u>					
Cost per mile for resurfacing	\$240,000	\$240,000	\$375,000	\$330,000	\$255,000
Cost per mile for micro-surfacing/thin-lift overlay	\$90,000	\$90,000	\$90,000	\$110,000	\$110,000
<u>Service Quality:</u>					
Average number of days to complete a resurfacing project	45	45	45	50	50
<u>Outcome:</u>					
Percent of roads rated $\leq$ 75% that receive a resurfacing	32%	14%	21%	19%	16%
Percent of County asphalt roads that are rated $\leq$ 75%	11%	11%	10%	10%	11%

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 reduced annual budget outlays are starting to have a noticeable impact on the average rating of the County's roads.

PUBLIC WORKS - DIVISION OF HIGHWAYS Bureau of Water Resources Index #303310

ORIGIN/PURPOSE:

All funds were transferred from #303310 - Bureau of Water Resources to a new index #303320 - Stormwater Management under the new Stormwater Management Fund.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,146,644	1,149,796	0	0	0
20 CONTRACTUAL SERVICES	28,408	22,039	0	0	0
30 SUPPLIES & MATERIALS	4,284	6,737	0	0	0
40 BUSINESS AND TRAVEL	11,397	27,553	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	<u>109</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 GRAND TOTAL	 <u><u>1,190,842</u></u>	 <u><u>1,206,125</u></u>	 <u><u>0</u></u>	 <u><u>0</u></u>	 <u><u>0</u></u>

FUNDING SOURCE:

25 HIGHWAYS	<u><u>1,190,842</u></u>	<u><u>1,206,125</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

DIVISION STAFF SUMMARY
Bureau of Water Resources
Index #303310

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	1.00	48,428	0.00	0	0.00	0
Chief, Construction Inspector	1.00	70,306	0.00	0	0.00	0
Civil Engineer II	3.00	221,981	0.00	0	0.00	0
Civil Engineer III	1.00	88,757	0.00	0	0.00	0
Civil Engineer IV	1.00	109,159	0.00	0	0.00	0
Engineering Associate II	1.00	41,380	0.00	0	0.00	0
Engineering Associate IV	1.00	78,332	0.00	0	0.00	0
Engineering Associate V	2.00	169,406	0.00	0	0.00	0
Inspector I	1.00	37,300	0.00	0	0.00	0
SALARY TOTAL	12.00	865,049	0.00	0	0.00	0
OTHER PERSONAL SERVICES						
Pension & Retirement		77,854		0		0
Workers' Compensation		8,182		0		0
Health Benefits		151,699		0		0
FICA		66,030		0		0
Miscellaneous		1,680		0		0
TOTAL OTHER PERSONAL SERVICES		305,445		0		0
TOTAL PERSONAL SERVICES	12.00	1,170,494 *	0.00	0	0.00	0

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - All positions abolished and created under the new Stormwater Management Fund account in FY 14

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Maintenance
Index #303410

ORIGIN/PURPOSE:

Governed by Code of Harford County, Chapter 16, Article IV, Section 25, the Bureau of Highways Maintenance is responsible for the maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains, and culverts. Inherent in this mission are the repair, maintenance, snow removal, and traffic control of approximately 1,057 miles of County roadways; 223 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and 5,402 street lights.

FY 2014 - FY 2015 GOAL:

TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	9,003,555	9,218,412	9,152,314	9,246,025	9,246,025
20 CONTRACTUAL SERVICES	2,558,003	2,726,981	2,926,600	2,927,600	2,927,600
30 SUPPLIES & MATERIALS	1,469,889	1,575,849	1,747,120	1,563,300	1,563,300
40 BUSINESS AND TRAVEL	1,128,073	1,216,214	1,322,500	1,322,500	1,322,500
50 CAPITAL OUTLAY	5,428	548,197	3,000	13,000	13,000
70 MISCELLANEOUS	4,481,215	5,242,329	5,542,185	5,317,531	5,317,531
80 INTER-GOVERNMENTAL/INTERFUND	425	930	425	425	425
GRAND TOTAL	18,646,588	20,528,912	20,694,144	20,390,381	20,390,381
<u>FUNDING SOURCE:</u>					
25 HIGHWAYS	18,646,588	20,528,912	20,694,144	20,390,381	20,390,381

PUBLIC WORKS - DIVISION OF HIGHWAYS Bureau of Highways Maintenance Index #303410

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
9,152,314	9,246,025	93,711	<u>PERSONAL SERVICES</u> Increase is a net result of staff turnover and salary, pension/retirement, workers' compensation, PEHP (Post Employment Health Plan) and health benefits adjustments
2,926,600	2,927,600	1,000	<u>CONTRACTUAL SERVICES</u> Office equipment increase based on actual copier leases
1,747,120	1,563,300	(183,820)	<u>SUPPLIES AND MATERIALS</u> Appropriations are decreased for crushed aggregate, bituminous concrete and liquid bituminous in an effort to reduce costs; offset for an increase to purchase uniforms not covered under the uniform rental agreement per the new Union agreement
3,000	13,000	10,000	<u>CAPITAL OUTLAY</u> Replacement of saws which cannot be repaired
5,542,185	5,317,531	(224,654)	<u>MISCELLANEOUS</u> Decrease for Pro Rate Shares to the General Fund

DIVISION STAFF SUMMARY
Bureau of Highways Maintenance
Index #303410

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15		
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES	
Accounting Clerk I	1.00	30,200	0.00	0	0.00	0	
Accounting Clerk II	0.00	0	1.00	33,100	1.00	33,100	
Accounting Technician II	0.00	0	0.00	0	1.00	39,900	A
Administrative Assistant II	4.00	169,584	4.00	176,367	4.00	176,367	
Administrative Budget Technician I	0.00	0	1.00	44,019	0.00	0	
Administrative Specialist I	1.00	49,063	1.00	51,026	1.00	51,026	
Central Stores Coordinator	1.00	39,063	1.00	40,626	1.00	40,626	
Central Stores Manager	1.00	46,159	1.00	48,006	1.00	48,006	
Chauffeur-Laborer	33.00	1,055,334	29.00	952,525	26.00	891,671	B
Chief Construction Inspector	0.00	0	0.00	0	1.00	73,118	C
Chief, Highways Division	1.00	86,292	1.00	89,744	1.00	89,744	
Communications Specialist II	1.00	49,942	1.00	51,940	1.00	51,940	
Crew Chief	12.00	592,647	12.00	600,109	12.00	608,103	
Engineering Associate I	1.00	33,100	0.00	0	0.00	0	
Engineering Associate II	0.00	0	1.00	37,300	1.00	37,300	
Equipment Operator	20.00	730,997	19.00	702,977	23.00	813,475	D
Equipment Operator Trainee	2.00	60,400	4.00	127,120	4.00	123,258	E
Equipment Repair Specialist	6.00	291,779	6.00	303,451	6.00	290,944	
Inspector III	1.00	58,800	1.00	61,152	0.00	0	
Laborer	5.00	161,214	5.00	167,663	3.00	108,289	
Maintenance Supervisor	6.00	382,928	7.00	438,286	7.00	427,382	
Management Assistant I	1.00	58,540	1.00	60,882	1.00	60,882	
Road Marking Equipment Operator I	2.00	66,200	3.00	113,195	3.00	119,000	
Road Marking Equipment Operator II	2.00	74,600	2.00	77,584	2.00	77,584	
Road Marking Equipment Operator III	1.00	53,892	1.00	56,048	1.00	56,048	
Senior Equipment Operator	15.00	646,629	14.00	604,030	14.00	622,057	
Superintendent Highways	2.00	128,617	2.00	133,762	2.00	133,762	
Trades/Laborer	5.00	184,732	5.00	190,914	5.00	189,706	F
Traffic Operations Supervisor	2.00	119,678	2.00	124,465	2.00	124,465	
Traffic Sign Mechanic I	0.00	0	0.00	0	2.00	58,229	G

DIVISION STAFF SUMMARY
Bureau of Highways Maintenance
Index #303410

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Traffic Sign Mechanic II	4.00	131,400	4.00	136,656	3.00	97,209
Traffic Sign Mechanic III	1.00	45,274	1.00	47,085	1.00	47,085
Utility Worker I	3.00	110,093	4.00	147,597	4.00	147,597 H
Utility Worker II	3.00	140,091	3.00	144,203	3.00	130,648
SALARY TOTAL	137.00	5,597,248	137.00	5,761,832	137.00	5,768,521
OTHER PERSONAL SERVICES						
Pension & Retirement		510,564		583,268		583,937
Workers' Compensation		359,655		356,135		363,872
Health Benefits		1,654,967		1,691,096		1,764,024
PEHP		0		127,783		132,960
Overtime		160,000		160,000		160,000
FICA		440,429		453,020		453,531
Miscellaneous		19,180		19,180		19,180
TOTAL OTHER PERSONAL SERVICES		3,144,795		3,390,482		3,477,504
TOTAL PERSONAL SERVICES	137.00	8,742,043 *	137.00	9,152,314	137.00	9,246,025

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Administrative Budget Technician I position reclassified as an Accounting Technician II - #0830

B - One (1) vacant Laborer position filled as a Chauffeur Laborer - #0105

Two (2) vacant Equipment Operator positions filled as Chauffeur Laborers - #0789 and #0820

C - One (1) vacant Inspector III position filled as a Chief Construction Inspector - #0808

D - One (1) vacant Laborer position filled as an Equipment Operator - #3421

Two (2) Chauffeur Laborer positions upgraded to an Equipment Operators - #0786 and #0895

Three (3) Equipment Operator Trainee positions upgraded to Equipment Operators - #0797, #0842 and #0897

E - Three (3) Chauffeur Laborer positions upgraded to Equipment Operator Trainees - #0860, #0881 and #2138

F - One (1) vacant Utility Worker I position filled as a Trades Laborer - #0854

G - One (1) vacant Traffic Sign Mechanic II position filled as a Traffic Sign Mechanic I - #0756

One (1) vacant Chauffeur Laborer position filled as a Traffic Sign Mechanic I - #0766

H - One (1) Trades Laborer position upgraded to an Utility Worker I - #1258

DPW - DIVISION OF HIGHWAYS - 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$595,653	\$566,530	\$893,287	\$750,000	\$710,278
Number of staff	12	13	13	13	13
<u>Output:</u>					
Miles of roads rehabilitated	66.39	61.16	84.41	70.00	60.00
<u>Efficiency:</u>					
Cost to rehabilitate roads per mile	\$8,972	\$9,263	\$10,583	\$10,714	\$11,837
<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%

Explanation and Analysis of Performance Measures

Performance measures for the Tar and Chip Program can vary based upon weather conditions, scheduled and non-scheduled equipment maintenance, vendor reliability and funding availability.

Related Plans and Policies

Tar and Chip / Road Rehabilitation Program

DPW - DIVISION OF HIGHWAYS - 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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$146,018	\$219,856	\$229,792	\$200,000	\$200,000
Number of staff	8	8	8	8	8
<u>Output:</u>					
Number of road miles striped	594.26	988.92	981.33	850.00	850.00
<u>Efficiency:</u>					
Cost per mile	\$245.71	\$222.31	\$234.16	\$235.29	\$235.29
<u>Service Quality:</u>					
Average amount of time spent per striping project	7.6 hours	7.6 hours	7.6 hours	7.6 hours	7.6 hours
<u>Outcome:</u>					
Percentage of roads that needed to be striped that were completed	70%	116%	115%	100%	100%

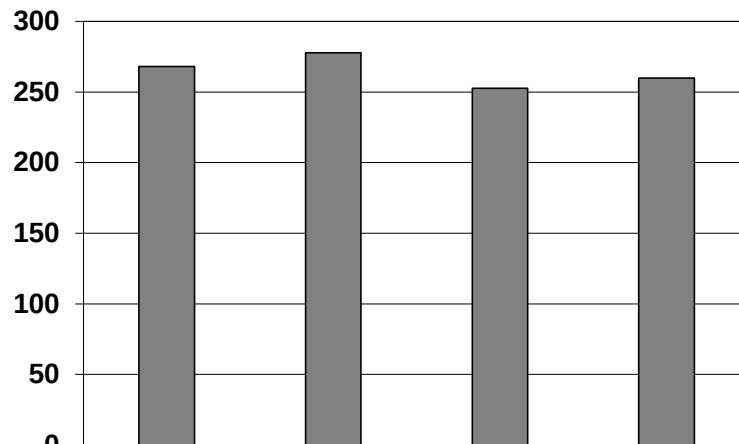
Explanation and Analysis of Performance Measures

Although the Striping Program goal is 100%, this can vary based upon weather; scheduled and non-scheduled equipment maintenance, as well as crews allocated for various capital projects.

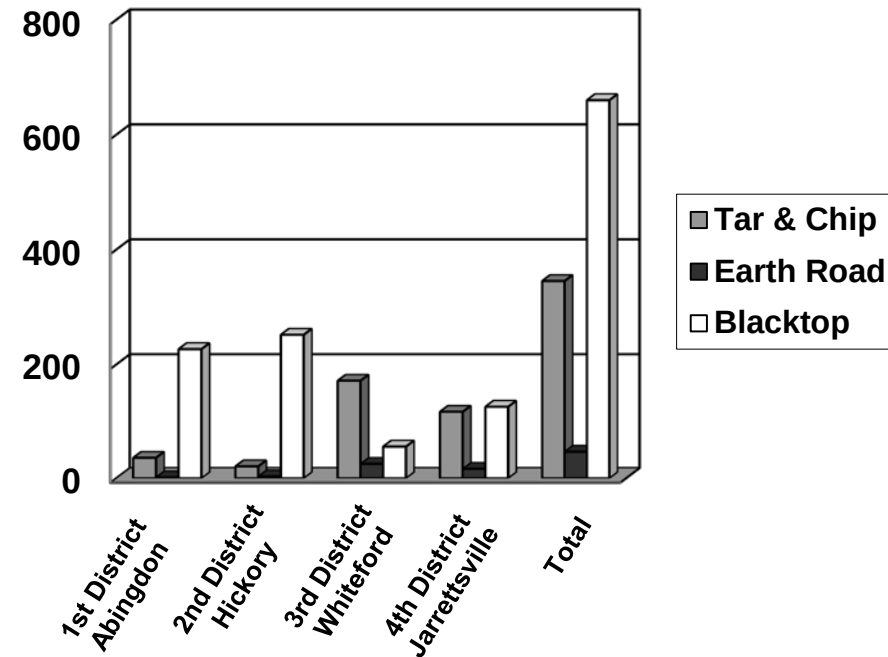
Related Plans and Policies

Highway Maintenance Striping Program (Annual)

HARFORD COUNTY PUBLIC WORKS HIGHWAYS ROAD INVENTORY



Miles per District	267.94	277.87	252.69	259.78
	1st District Abingdon	2nd District Hickory	3rd District Whiteford	4th District Jarrettsville



PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Maintenance - Snow Removal
Index #303430

ORIGIN/PURPOSE:

Governed by Code of Harford County Charter, Chapter 16, Article 6, Section 25, the Snow Removal Program, managed by the Bureau of Highways Maintenance, was established to analyze and forecast expenditure requirements of snow removal services in Harford County. Overtime for snow removal is budgeted under this account to allow for better accountability and control of overtime during snow removal. All labor (not including overtime) is allocated under the operating budget of Highways Maintenance. Harford County roadways are divided into approximately 75 snow routes, each with an average length of 18 miles.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	127,598	177,943	430,600	430,600	430,600
20 CONTRACTUAL SERVICES	73,462	77,151	146,000	149,848	149,848
30 SUPPLIES & MATERIALS	262,583	354,612	890,060	890,060	890,060
GRAND TOTAL	463,643	609,706	1,466,660	1,470,508	1,470,508

FUNDING SOURCE:

25 HIGHWAYS	463,643	609,706	1,466,660	1,470,508	1,470,508

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
146,000	149,848	3,848	<u>CONTRACTUAL SERVICES</u> Contractual snow removal assistant (two dump trucks with operators), 16 rental pickup trucks and emergency snow removal support

DIVISION STAFF SUMMARY
Snow Removal
Index #303430

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	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		<u>430,600</u>		<u>430,600</u>		<u>430,600</u>
TOTAL PERSONAL SERVICES	<u>0.00</u>	<u>430,600 *</u>	<u>0.00</u>	<u>430,600</u>	<u>0.00</u>	<u>430,600</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

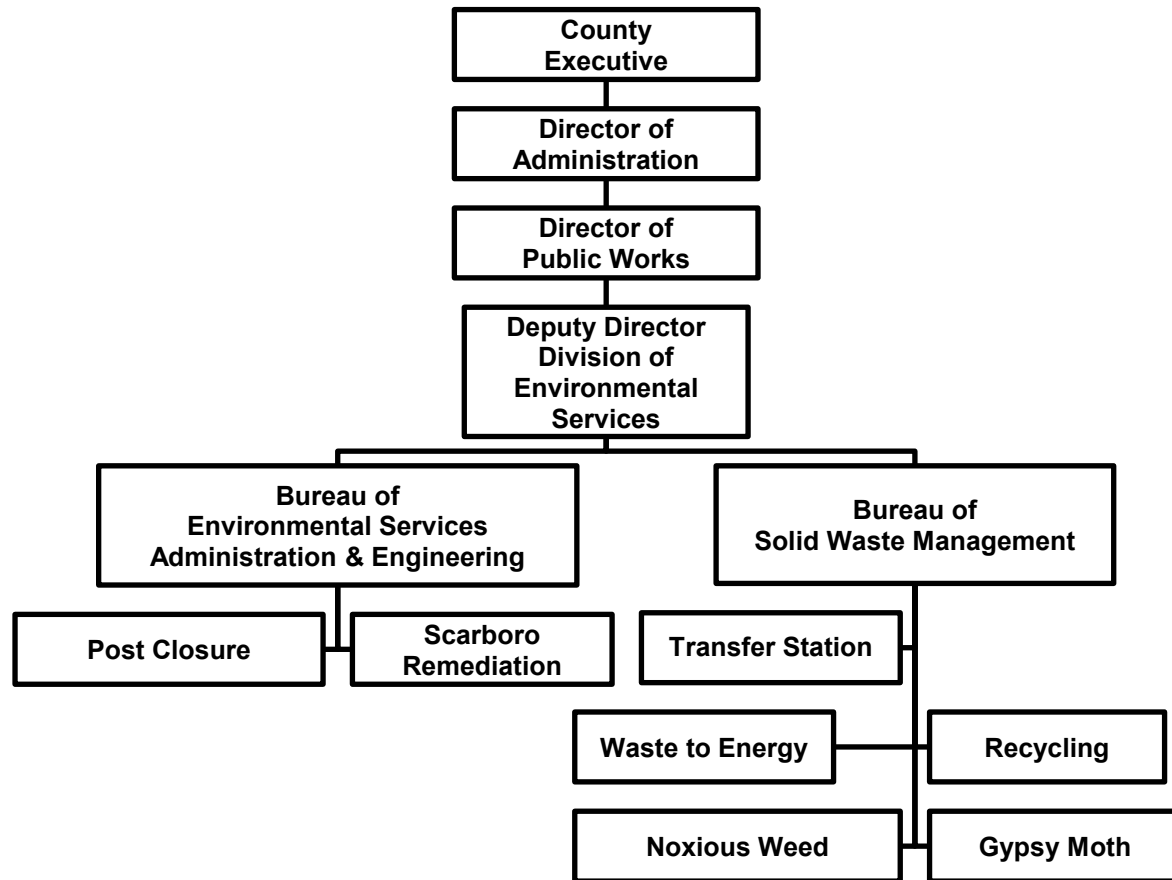


*Harford County Department of Public Works
Bridge Construction*

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.

RECYCLING: Responsible for educating and motivating the public to ensure that Harford County continues to reduce its waste stream through recycling efforts, as well as the procurement and contract management of recycling disposal contracts.

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 & Engineering and accounts for monitoring and operating costs for the Scarboro Landfill remediation project.

GYPSY MOTH AND NOXIOUS WEED: Responsible for funding the Gypsy Moth survey and spray program in Harford County by State of Maryland Department of Agriculture. Responsible to administer and provide labor support for the eradication of noxious and invasive weeds in Harford County.

BUREAU OF SOLID WASTE MANAGEMENT: Maintains and operates a sanitary landfill and homeowners drop-off center 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 mulch and compost operation, the Recycling Transfer Station, the Roadside Litter Control Program, the Used Oil and Antifreeze Program, and the Waste-to-Energy Facility.

MISSION STATEMENT:

TO PROVIDE QUALITY ENVIRONMENTAL AND INTEGRATED SOLID WASTE MANAGEMENT PROGRAMS FOR THE CITIZENS OF HARFORD COUNTY

FY 2014 - FY 2015 GOALS:

TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS AND TO PROVIDE TECHNICAL SUPPORT TO SOLID WASTE AND RECYCLING OPERATIONS

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 IN AN ENVIRONMENTAL AND COST EFFECTIVE MANNER

TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST FEASIBLE AND COST EFFECTIVE MEANS AND METHODS WHICH MEET OR EXCEED REGULATORY PROVISIONS

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	4,638,265	4,542,834	4,464,687	4,426,360	4,426,360
20 CONTRACTUAL SERVICES	9,173,463	9,075,739	10,456,723	11,475,166	11,475,166
30 SUPPLIES & MATERIALS	303,624	228,512	265,925	274,745	274,745
40 BUSINESS AND TRAVEL	490,041	432,690	482,240	519,085	519,085
50 CAPITAL OUTLAY	39,379	37,120	15,000	39,000	39,000
70 MISCELLANEOUS	26,298	10,058	10,218	10,440	10,440
80 INTER-GOVERNMENTAL/INTERFUND	901	899	1,100	900	900
GRAND TOTAL	14,671,971	14,327,852	15,695,893	16,745,696	16,745,696
<u>SUMMARY BY FUND:</u>					
11 GENERAL	2,538,173	2,488,673	2,567,218	2,583,890	2,583,890
55 SOLID WASTE SERVICES	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806
GRAND TOTAL	14,671,971	14,327,852	15,695,893	16,745,696	16,745,696
<u>SUMMARY BY DIVISION:</u>					
<u>GENERAL FUND:</u>					
301111 BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING	841,982	821,209	797,328	794,320	794,320
301241 RECYCLING	1,510,085	1,507,254	1,579,555	1,518,108	1,518,108
301251 POST CLOSURE	129,943	120,043	138,275	173,850	173,850
301261 SCARBORO REMEDIATION	40,663	32,667	42,060	55,460	55,460
301520 NOXIOUS WEED	8,000	0	0	32,152	32,152
301530 GYPSY MOTH	7,500	7,500	10,000	10,000	10,000
<u>SOLID WASTE SERVICES:</u>					
301211 BUREAU OF SOLID WASTE MGT.	3,711,335	3,488,066	3,801,862	3,784,258	3,784,258
301212 TRANSFER STATION	0	0	0	588,650	588,650
301271 WASTE TO ENERGY	8,422,463	8,351,113	9,326,813	9,788,898	9,788,898
GRAND TOTAL	14,671,971	14,327,852	15,695,893	16,745,696	16,745,696

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUND						
Administrative Assistant I	1.00	33,100	0.00	0	0.00	0
Administrative Assistant II	0.00	0	1.00	38,792	1.00	38,792
Chief, Engineering Division	1.00	116,534	1.00	118,934	1.00	118,934
Civil Engineer IV	1.00	100,884	1.00	104,919	1.00	104,919
Deputy Director of Public Works	1.00	122,361	1.00	124,862	1.00	124,862
Engineering Associate IV	1.00	74,511	1.00	77,491	1.00	77,491
Equipment Operator	3.00	126,107	3.00	131,151	3.00	129,330
Equipment Repair Specialist	1.00	53,460	1.00	55,598	1.00	55,598
Laborer	7.00	175,477	7.00	192,556	7.00	180,731
Management Assistant II	1.00	58,357	1.00	60,692	1.00	60,692
Recycling Program Coordinator	1.00	45,000	1.00	45,000	1.00	45,000
Recycling Program Manager	1.00	98,011	1.00	101,931	1.00	65,000
Senior Equipment Operator	3.00	128,348	3.00	133,482	3.00	130,218
Weighmaster/Attendant I	0.00	0	1.00	27,248	1.00	27,248
Weighmaster / Attendant II	1.00	44,029	1.00	45,790	1.00	45,790
Weighmaster / Attendant Trainee	1.00	23,700	0.00	0	0.00	0
FULL-TIME SALARIES	24.00	1,199,879	24.00	1,258,446	24.00	1,204,605
SALARY OFFSET		0		0		(22,600)
TOTAL FULL-TIME SALARIES	24.00	1,199,879	24.00	1,258,446	24.00	1,182,005
TEMPORARY SALARIES		6,590		0		16,224
SUB-TOTAL GENERAL FUND SALARIES	24.00	1,206,469	24.00	1,258,446	24.00	1,198,229

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
DIVISION OF ENVIRONMENTAL SERVICES - BUREAU OF SOLID WASTE MANAGEMENT						
Administrative Assistant I	1.00	47,896	1.00	49,812	1.00	49,812
Administrative Assistant II	1.00	39,132	0.00	0	0.00	0
Administrative Specialist I	1.00	49,063	0.00	0	0.00	0
Administrative Specialist II	0.00	0	1.00	52,556	1.00	52,556
Chief, Solid Waste Management	1.00	101,865	1.00	80,000	1.00	80,000
Clerk Typist	0.00	0	1.00	42,263	1.00	42,263
Crew Chief	3.00	186,081	3.00	193,524	3.00	171,073
Crew Leader I	1.00	33,100	1.00	34,424	1.00	34,424
Engineering Associate II	1.00	54,556	1.00	56,739	0.00	0
Engineering Associate III	0.00	0	0.00	0	1.00	58,441
Equipment Operator	2.00	102,189	2.00	106,277	3.00	139,377
Equipment Operator Trainee	1.00	32,000	1.00	33,280	0.00	0
Equipment Repair Specialist	1.00	53,460	1.00	55,598	1.00	55,598
Laborer	5.00	183,513	5.00	186,552	5.00	185,140
Landfill Supervisor	1.00	61,351	1.00	63,805	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	297,854	7.00	292,063
Weighmaster/Attendant I	1.00	30,857	1.00	32,091	1.00	32,091
Weighmaster/Attendant II	5.00	245,057	5.00	254,859	5.00	254,859
Weighmaster/Attendant Trainee	1.00	23,700	0.00	0	0.00	0
Weighmaster Supervisor	0.00	0	0.00	0	1.00	63,805
FULL-TIME SALARIES	33.00	1,533,649	32.00	1,539,634	32.00	1,511,502
SALARY OFFSET		0		0		(48,431)
TOTAL FULL-TIME SALARIES	33.00	1,533,649	32.00	1,539,634	32.00	1,463,071

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
DIVISION OF ENVIRONMENTAL SERVICES - BUREAU OF SOLID WASTE MANAGEMENT						
PART-TIME SALARIES						
Laborer	0.60	13,566	0.60	13,566	0.60	13,566
Senior Equipment Operator	0.60	24,960	0.60	25,958	0.60	25,958
TOTAL PART-TIME SALARIES	1.20	38,526	1.20	39,524	1.20	39,524
SUB-TOTAL BUREAU OF SOLID WASTE MANAGEMENT SALARIES	34.20	1,572,175	33.20	1,579,158	33.20	1,502,595
OTHER PERSONAL SERVICES						
Pension & Retirement		247,238		281,165		267,487
Workers' Compensation		138,441		149,890		140,122
Health Benefits		748,580		749,454		862,628
PEHP		0		68,455		83,208
Overtime		143,000		143,000		147,000
FICA		221,938		226,999		217,251
Miscellaneous		8,260		8,120		7,840
TOTAL OTHER PERSONAL SERVICES		1,507,457		1,627,083		1,725,536

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

<u>DIVISION OF ENVIRONMENTAL SERVICES TOTALS</u>	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
TOTAL FULL-TIME SALARIES	57.00	2,733,528	56.00	2,798,080	56.00	2,716,107
TOTAL SALARY OFFSET		0		0		(71,031)
TOTAL PART-TIME SALARIES	1.20	38,526	1.20	39,524	1.20	39,524
TOTAL TEMPORARY SALARIES		6,590		0		16,224
TOTAL OTHER PERSONAL SERVICES		<u>1,507,457</u>		<u>1,627,083</u>		<u>1,725,536</u>
DIVISION OF ENVIRONMENTAL SERVICES TOTALS	<u>58.20</u>	<u>4,286,101 *</u>	<u>57.20</u>	<u>4,464,687</u>	<u>57.20</u>	<u>4,426,360</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

GENERAL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,964,555	1,967,707	1,908,040	1,894,507	1,894,507
20 CONTRACTUAL SERVICES	294,312	346,824	425,010	409,868	409,868
30 SUPPLIES & MATERIALS	125,405	104,466	117,075	132,895	132,895
40 BUSINESS AND TRAVEL	88,781	52,475	91,775	96,580	96,580
50 CAPITAL OUTLAY	38,767	6,425	15,000	39,000	39,000
70 MISCELLANEOUS	26,298	10,058	10,218	10,440	10,440
80 INTER-GOVERNMENTAL/INTERFUND	55	718	100	600	600
GRAND TOTAL	<u>2,538,173</u>	<u>2,488,673</u>	<u>2,567,218</u>	<u>2,583,890</u>	<u>2,583,890</u>

SUMMARY BY FUND:

11 GENERAL	<u>2,538,173</u>	<u>2,488,673</u>	<u>2,567,218</u>	<u>2,583,890</u>	<u>2,583,890</u>
GRAND TOTAL	<u>2,538,173</u>	<u>2,488,673</u>	<u>2,567,218</u>	<u>2,583,890</u>	<u>2,583,890</u>

SUMMARY BY DIVISION:

301111	BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING	841,982	821,209	797,328	794,320	794,320
301241	RECYCLING	1,510,085	1,507,254	1,579,555	1,518,108	1,518,108
301251	POST CLOSURE	129,943	120,043	138,275	173,850	173,850
301261	SCARBORO REMEDIATION	40,663	32,667	42,060	55,460	55,460
301520	NOXIOUS WEED	8,000	0	0	32,152	32,152
301530	GYPSY MOTH	7,500	7,500	10,000	10,000	10,000
GRAND TOTAL		<u>2,538,173</u>	<u>2,488,673</u>	<u>2,567,218</u>	<u>2,583,890</u>	<u>2,583,890</u>

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
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 2014 - FY 2015 GOAL:

TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS AND TO PROVIDE TECHNICAL SUPPORT TO SOLID WASTE AND RECYCLING OPERATIONS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	783,930	769,557	726,335	728,765	728,765
20 CONTRACTUAL SERVICES	19,801	22,763	31,650	28,740	28,740
30 SUPPLIES & MATERIALS	2,740	4,076	2,900	2,920	2,920
40 BUSINESS AND TRAVEL	24,449	14,719	26,125	23,355	23,355
50 CAPITAL OUTLAY	209	0	0	0	0
70 MISCELLANEOUS	10,798	10,058	10,218	10,440	10,440
80 INTER-GOVERNMENTAL/INTERFUND	55	36	100	100	100
GRAND TOTAL	841,982	821,209	797,328	794,320	794,320
<u>FUNDING SOURCE:</u>					
11 GENERAL	841,982	821,209	797,328	794,320	794,320

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES Bureau of Environmental Services Administration & Engineering Index #301111

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
726,335	728,765	2,430	<u>PERSONAL SERVICES</u> Increase is the net result of health benefits adjustments; offset by a decrease in overtime based on actual expense history
31,650	28,740	(2,910)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of office equipment increase; offset by county facility repair and renovations decrease due to FY 14 one-time repairs to the facility
26,125	23,355	(2,770)	<u>BUSINESS AND TRAVEL</u> Decrease is based on actual expense history for transportation and lodging
10,218	10,440	222	<u>MISCELLANEOUS</u> Pro Rata Shares - to the Director of Public Works.

DIVISION STAFF SUMMARY
Bureau of Environmental Services Administration & Engineering
Index #301111

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	33,100	0.00	0	0.00	0
Administrative Assistant II	0.00	0	1.00	38,792	1.00	38,792
Chief, Engineering Division	1.00	116,534	1.00	118,934	1.00	118,934
Civil Engineer IV	1.00	100,884	1.00	104,919	1.00	104,919
Deputy Director of Public Works	1.00	122,361	1.00	124,862	1.00	124,862
Engineering Associate IV	1.00	74,511	1.00	77,491	1.00	77,491
Management Assistant II	1.00	58,357	1.00	60,692	1.00	60,692
SALARY TOTAL	6.00	505,747	6.00	525,690	6.00	525,690
OTHER PERSONAL SERVICES						
Pension & Retirement		45,517		52,569		52,569
Workers' Compensation		5,633		5,720		5,720
Health Benefits		92,036		91,552		96,802
Overtime		10,000		10,000		7,000
FICA		37,886		39,964		40,144
Miscellaneous		840		840		840
TOTAL OTHER PERSONAL SERVICES		191,912		200,645		203,075
TOTAL PERSONAL SERVICES	6.00	697,659 *	6.00	726,335	6.00	728,765

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DPW - ENVIRONMENTAL SERVICES - ADMINISTRATION & ENGINEERING

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide for proper closure and remediation of all County-owned landfills and to provide technical support to solid waste and recycling operations.

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$665,934	\$841,982	\$797,320	\$797,328	\$794,320
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	45	21	31	40	40
<u>Efficiency:</u>					
Number of days both systems are operational per year	685	709	699	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 Maryland Department of the Environment (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. The primary reason for outages in 2012 was power outages associated with Hurricane Irene and other storms. As the process equipment ages and is in need of upgrades, we are experiencing an increased number of plant outages.

Major Related Plans and Policies

Solid Waste Management Plan

PUBLIC WORKS - ENVIRONMENTAL SERVICES**Recycling
Index #301241****ORIGIN/PURPOSE:**

The Recycling Office oversees the ongoing implementation of the Harford County's Recycling Plan through the development of aggressive educational programs, review of legislative initiatives and review of recycling best management practices. The Office encourages residential and commercial/institutional generators to practice good source reduction, re-use, and recycling habits, in order to increase recycling in Harford County.

FY 2014 - FY 2015 GOAL:

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 IN AN ENVIRONMENTAL AND COST EFFECTIVE MANNER

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,180,625	1,198,150	1,181,705	1,146,655	1,146,655
20 CONTRACTUAL SERVICES	165,687	200,676	257,750	220,328	220,328
30 SUPPLIES & MATERIALS	73,903	68,165	74,450	84,200	84,200
40 BUSINESS AND TRAVEL	64,332	37,756	65,650	66,425	66,425
50 CAPITAL OUTLAY	25,538	1,825	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	0	682	0	500	500
GRAND TOTAL	<u>1,510,085</u>	<u>1,507,254</u>	<u>1,579,555</u>	<u>1,518,108</u>	<u>1,518,108</u>

FUNDING SOURCE:

11 GENERAL	<u>1,510,085</u>	<u>1,507,254</u>	<u>1,579,555</u>	<u>1,518,108</u>	<u>1,518,108</u>

PUBLIC WORKS - ENVIRONMENTAL SERVICES**Recycling****Index #301241****FINANCIAL NOTES:**

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,181,705	1,146,655	(35,050)	<u>PERSONAL SERVICES</u> Decrease is the net result of a staff turnover, vacant laborer position's salary offset, pension, workers' compensation and PEHP (Post Employment Health Plan) adjustments; offset by an increase for health benefits and overtime
257,750	220,328	(37,422)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of office equipment leases, advertising expenses, county facility repair and renovations and professional services for e-cycling, hazardous waste events contract, etc. adjusted based on actual expense history. Operating equipment increase due to anticipated major repairs to aging fleet and security systems increase for security camera system maintenance at the compost facility.
74,450	84,200	9,750	<u>SUPPLIES AND MATERIALS</u> Equipment repair parts increase due to aging fleet and based on actual expense history
65,650	66,425	775	<u>BUSINESS AND TRAVEL</u> Membership fees and dues increase based on actual membership dues
0	500	500	<u>INTERGOVERNMENTAL</u> Fleet daily carpool rentals increase based on actual expense history

DIVISION STAFF SUMMARY

Recycling
Index #301241

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Equipment Operator	3.00	126,107	3.00	131,151	3.00	129,330
Equipment Repair Specialist	1.00	53,460	1.00	55,598	1.00	55,598
Laborer	7.00	175,477	7.00	192,556	7.00	180,731
Recycling Program Coordinator	1.00	45,000	1.00	45,000	1.00	45,000
Recycling Program Manager	1.00	98,011	1.00	101,931	1.00	65,000
Senior Equipment Operator	3.00	128,348	3.00	133,482	3.00	130,218
Weighmaster/Attendant I	0.00	0	1.00	27,248	1.00	27,248
Weighmaster/Attendant II	1.00	44,029	1.00	45,790	1.00	45,790
Weighmaster/Attendant Trainee	1.00	23,700	0.00	0	0.00	0
FULL-TIME SALARIES	<u>18.00</u>	<u>694,132</u>	<u>18.00</u>	<u>732,756</u>	<u>18.00</u>	<u>678,915</u>
SALARY OFFSET		<u>0</u>		<u>0</u>		<u>(22,600)</u> A
SALARY TOTAL	<u>18.00</u>	<u>694,132</u>	<u>18.00</u>	<u>732,756</u>	<u>18.00</u>	<u>656,315</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		62,472		73,276		65,632
Workers' Compensation		43,058		45,151		41,217
Health Benefits		203,230		195,349		252,387
PEHP		0		41,073		35,456
Overtime		33,000		33,000		40,000
FICA		55,626		58,580		53,268
Miscellaneous		2,520		2,520		2,380
TOTAL OTHER PERSONAL SERVICES		<u>399,906</u>		<u>448,949</u>		<u>490,340</u>
TOTAL PERSONAL SERVICES	<u>18.00</u>	<u>1,094,038 *</u>	<u>18.00</u>	<u>1,181,705</u>	<u>18.00</u>	<u>1,146,655</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Laborer position offset in an effort to reduce costs - #3529

DPW - ENVIRONMENTAL SERVICES - RECYCLING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

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 in an environmental and cost effective manner.

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$1,499,500	\$1,627,808	\$1,582,254	\$1,579,535	\$1,588,108
Number of staff (enacted)	13	13	13	13	13
<u>Output:</u>					
Gallons of motor oil recycled	85,563	121,700	67,557	85,000	85,000
Gallons of antifreeze recycled	6,164	6,088	4,552	6,000	6,000
Tons of white goods recycled	1,475	1,096	890	2,000	1,000
Number of pesticide containers recycled	5,300	2,938	4,350	4,000	4,000
Number of promotional projects	4	6	6	6	6
<u>Efficiency:</u>					
Net cost per ton of recyclables collected	\$8.83	\$9.72	\$11.85	\$11.70	\$11.76
<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	62%	59%	60%	59%	59%
Tonnage of materials removed from the waste stream	169,800	167,500	133,569	135,000	135,000

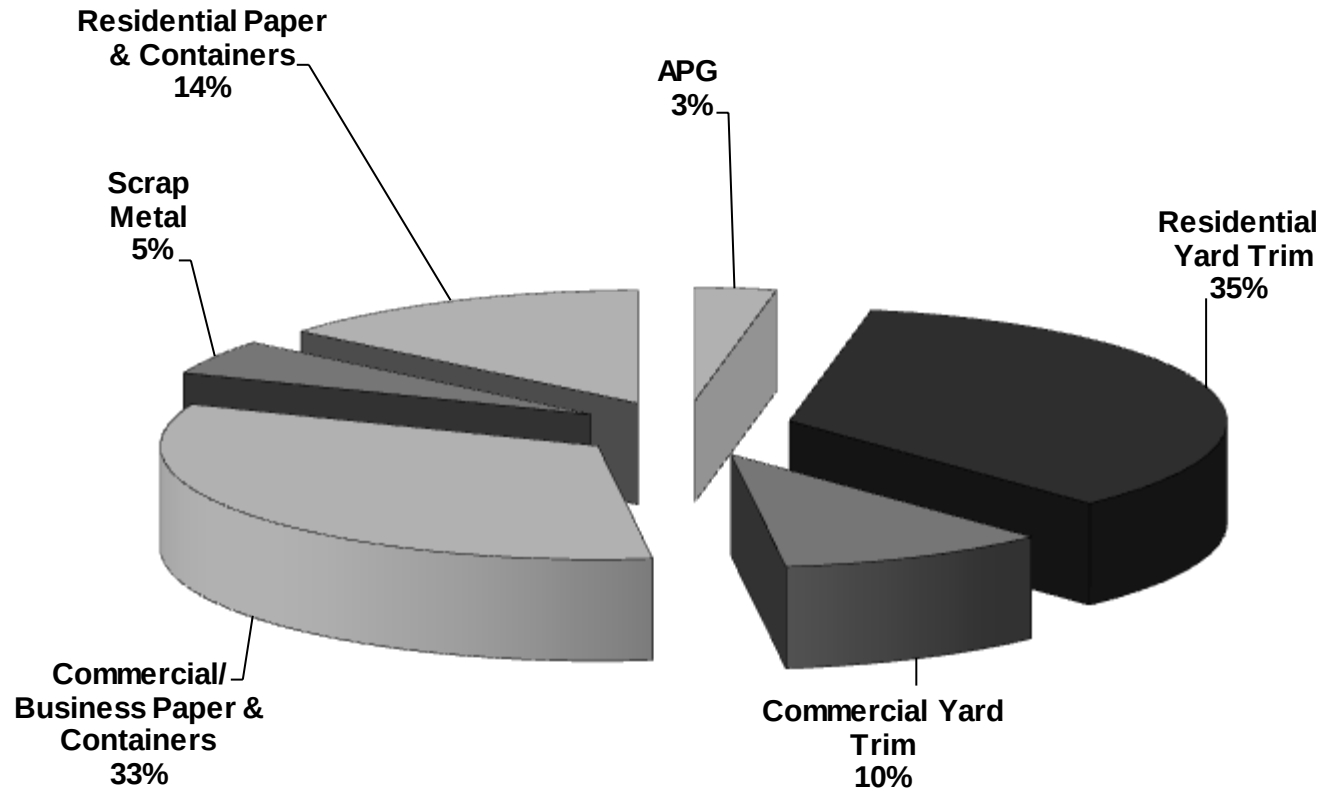
Explanation and Analysis of Performance Measures

The solid waste stream is projected to decrease due to current and projected economic conditions and, therefore, the recycling tonnages are expected to decrease as well. Additional tonnage will be removed due to ash recycling at the Waste-to-Energy Plant and increased production of yard trim material.

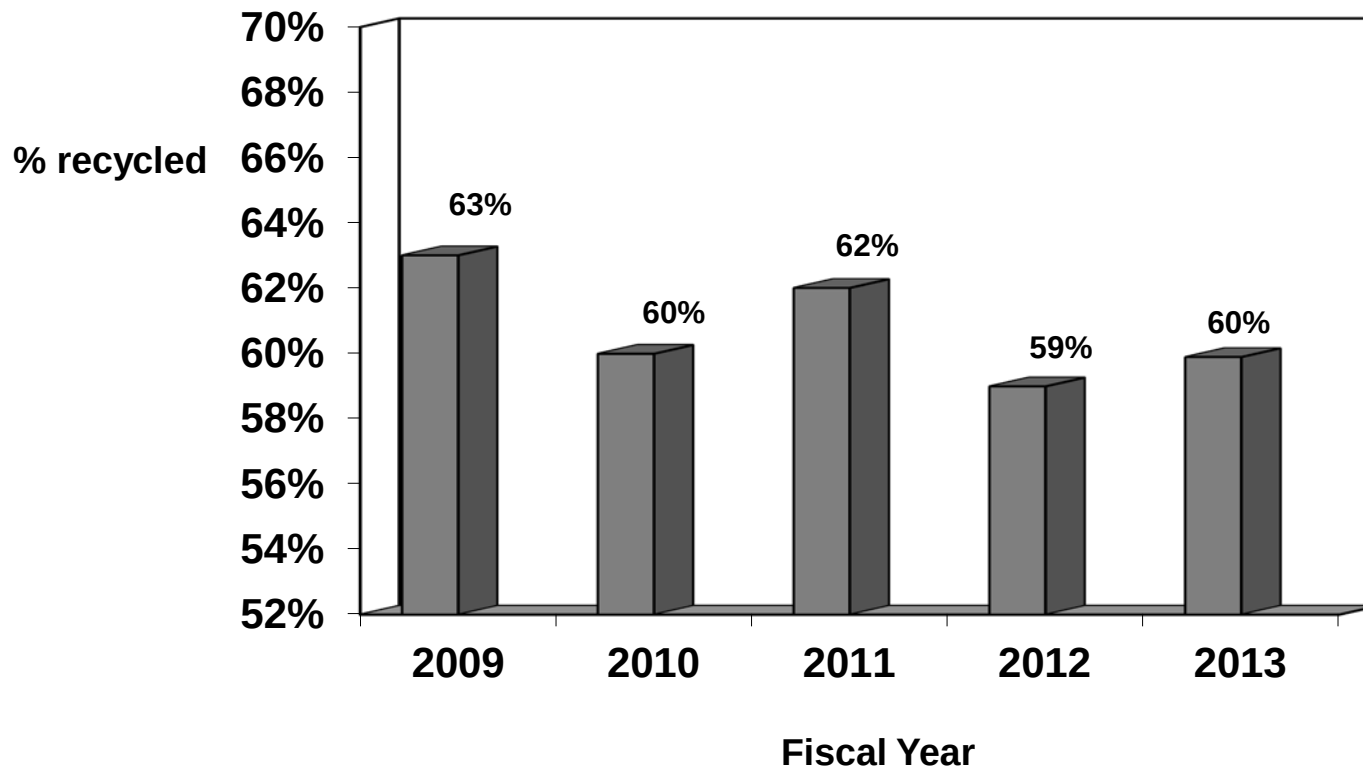
Major Related Plans and Guidelines

Harford County Recycling Plan and Solid Waste Management Plan

MAJOR RECYCLING CATEGORIES (CY 2013)



Environmental Services Percent of Solid Waste Recycled



PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	102,103	104,656	113,750	131,800	131,800
30 SUPPLIES & MATERIALS	15,047	14,637	12,525	14,050	14,050
50 CAPITAL OUTLAY	12,793	750	12,000	28,000	28,000
GRAND TOTAL	129,943	120,043	138,275	173,850	173,850

FUNDING SOURCE:

11 GENERAL	129,943	120,043	138,275	173,850	173,850

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

Post Closure

Index #301251

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
113,750	131,800	18,050	<u>CONTRACTUAL SERVICES</u> Electricity and operating equipment adjusted based on actual expense history. Additional funding is provided to paint the treatment plant and maintenance building
12,525	14,050	1,525	<u>SUPPLIES AND MATERIALS</u> Equipment repair parts and crushed aggregate adjusted based on actual expense history
12,000	28,000	16,000	<u>CAPITAL OUTLAY</u> Funds provide for the replacement of extraction wells at Tollgate Landfill, pumps at all closed landfills and carbon tank replacement at \$20,000 per State of Maryland mandates

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	6,721	11,229	11,860	17,260	17,260
30 SUPPLIES & MATERIALS	33,715	17,588	27,200	27,200	27,200
50 CAPITAL OUTLAY	227	3,850	3,000	11,000	11,000
GRAND TOTAL	40,663	32,667	42,060	55,460	55,460

FUNDING SOURCE:

11 GENERAL	40,663	32,667	42,060	55,460	55,460

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
11,860	17,260	5,400	<u>CONTRACTUAL SERVICES</u> Electricity adjusted based on expense history. Additional funding is provided to paint exterior of treatment plant.
3,000	11,000	8,000	<u>CAPITAL OUTLAY</u> Funds provide for annual replacement of pumps. In FY 15, additional funds are provided for the replacement of an air compressor needed for monitoring

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

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 Technician to coordinate the local program for controlling noxious weeds in Harford County.

For FY 13 and FY 14 this program expended funding available in a Grant account which has expired. The County has provided operating funding to continue the Noxious Weed program in the FY 15 budget.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	0	0	0	19,087	19,087
20 CONTRACTUAL SERVICES	0	0	0	1,740	1,740
30 SUPPLIES AND MATERIALS	0	0	0	4,525	4,525
40 BUSINESS AND TRAVEL	0	0	0	6,800	6,800
70 MISCELLANEOUS	8,000	0	0	0	0
GRAND TOTAL	8,000	0	0	32,152	32,152

FUNDING SOURCE:

11 GENERAL	8,000	0	0	32,152	32,152

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

Noxious Weed

Index #301520

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
0	19,087	19,087	<u>PERSONAL SERVICES</u> Funding provides for a Noxious Weed Technician
0	1,740	1,740	<u>CONTRACTUAL SERVICES</u> Operating equipment funding for any necessary repairs to spray equipment
0	4,525	4,525	<u>SUPPLIES AND MATERIALS</u> Funding provides for equipment repair parts, chemicals, safety equipment and miscellaneous supplies and equipment
0	6,800	6,800	<u>BUSINESS AND TRAVEL</u> Funding provides for vehicle repairs and fuel

DIVISION STAFF SUMMARY
Bureau of Environmental Services Noxious Weed Control
Index #301520

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		6,590		0		16,224
SALARY TOTAL		<u>6,590</u>		<u>0</u>		<u>16,224</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		0		0		1,622
FICA		505		0		1,241
TOTAL OTHER PERSONAL SERVICES		<u>505</u>		<u>0</u>		<u>2,863</u>
TOTAL PERSONAL SERVICES		<u>7,095 *</u>		<u>0</u>		<u>19,087 A</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - This program previously utilized grant funding. County must resume funding in FY 15 to continue this program as grant funds are depleted.

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

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 gypsy moths have the potential to cause defoliation and damage.

Based on the results of surveys, the State selects areas to be treated with pesticides.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	0	7,500	10,000	10,000	10,000
70 MISCELLANEOUS	<u>7,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	<u><u>7,500</u></u>	<u><u>7,500</u></u>	<u><u>10,000</u></u>	<u><u>10,000</u></u>	<u><u>10,000</u></u>

FUNDING SOURCE:

11 GENERAL	<u><u>7,500</u></u>	<u><u>7,500</u></u>	<u><u>10,000</u></u>	<u><u>10,000</u></u>	<u><u>10,000</u></u>

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
10,000	10,000	0	<u>CONTRACTUAL SERVICES</u> Funding provides for work performed by Maryland State employees, we pay one invoice per year for spray services or for an annual report

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

SOLID WASTE SERVICES SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,673,710	2,575,127	2,556,647	2,531,853	2,531,853
20 CONTRACTUAL SERVICES	8,879,151	8,728,915	10,031,713	11,065,298	11,065,298
30 SUPPLIES & MATERIALS	178,219	124,046	148,850	141,850	141,850
40 BUSINESS AND TRAVEL	401,260	380,215	390,465	422,505	422,505
50 CAPITAL OUTLAY	612	30,695	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	846	181	1,000	300	300
GRAND TOTAL	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806
<u>SUMMARY BY FUND:</u>					
55 SOLID WASTE SERVICES	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806
GRAND TOTAL	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806
<u>SUMMARY BY DIVISION:</u>					
301211 BUREAU OF SOLID WASTE MANAGEMENT	3,711,335	3,488,066	3,801,862	3,784,258	3,784,258
301212 TRANSFER STATION	0	0	0	588,650	588,650
301271 WASTE TO ENERGY	8,422,463	8,351,113	9,326,813	9,788,898	9,788,898
GRAND TOTAL	12,133,798	11,839,179	13,128,675	14,161,806	14,161,806

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
Bureau of Solid Waste Management
Index #301211

ORIGIN/PURPOSE:

The Bureau of Solid Waste Management manages a comprehensive program of municipal solid waste recycling and disposal services for the citizens, businesses, and institutions of Harford County. These services include the Harford Waste Disposal Center (HWDC) landfill, homeowners drop-off center, HWDC mulch and compost facility, Tollgate yard trim drop-off facility, recycling transfer station, satellite waste oil drop-off sites, and the Waste-to-Energy Facility.

FY 2014 - FY 2015 GOAL:

TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST FEASIBLE AND COST EFFECTIVE MEANS AND METHODS WHICH MEET OR EXCEED REGULATORY PROVISIONS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,673,710	2,575,127	2,556,647	2,531,853	2,531,853
20 CONTRACTUAL SERVICES	456,688	377,802	704,900	687,750	687,750
30 SUPPLIES AND MATERIALS	178,219	124,046	148,850	141,850	141,850
40 BUSINESS AND TRAVEL	401,260	380,215	390,465	422,505	422,505
50 CAPITAL OUTLAY	612	30,695	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	846	181	1,000	300	300
GRAND TOTAL	<u>3,711,335</u>	<u>3,488,066</u>	<u>3,801,862</u>	<u>3,784,258</u>	<u>3,784,258</u>

FUNDING SOURCE:

55 SOLID WASTE SERVICES	<u>3,711,335</u>	<u>3,488,066</u>	<u>3,801,862</u>	<u>3,784,258</u>	<u>3,784,258</u>

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES Bureau of Solid Waste Management Index #301211

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,556,647	2,531,853	(24,794)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover, salary, pension and workers' compensation adjustments, offset by an increase for health benefits and PEHP (Post Employment Health Plan). A vacant Equipment Operator position is unfunded in FY 15 in an effort to reduce costs.
704,900	687,750	(17,150)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of vehicle and operating equipment rentals, water and sewer, county facility repairs, other professional services and operating equipment adjusted based on actual expense history. Grounds maintenance increase is due to additional seeding for two (2) working faces at landfill. In addition, mowing bid increased due to frequency and additional buffer properties.
148,850	141,850	(7,000)	<u>SUPPLIES AND MATERIALS</u> Decrease is based on actual expense history for the Adopt-A-Road, Community Work Service and Litter Control programs
390,465	422,505	32,040	<u>BUSINESS AND TRAVEL</u> Fleet maintenance costs increase based on actual expense history
1,000	300	(700)	<u>INTER-GOVERNMENTAL/INTERFUND</u> Carpool rentals decrease based on actual expense history

DIVISION STAFF SUMMARY
Bureau of Solid Waste Management
Index #301211

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	47,896	1.00	49,812	1.00	49,812
Administrative Assistant II	1.00	39,132	0.00	0	0.00	0
Administrative Specialist I	1.00	49,063	0.00	0	0.00	0
Administrative Specialist II	0.00	0	1.00	52,556	1.00	52,556
Chief, Solid Waste Management	1.00	101,865	1.00	80,000	1.00	80,000
Clerk Typist	0.00	0	1.00	42,263	1.00	42,263
Crew Chief	3.00	186,081	3.00	193,524	3.00	171,073
Crew Leader I	1.00	33,100	1.00	34,424	1.00	34,424
Engineering Associate II	1.00	54,556	1.00	56,739	0.00	0
Engineering Associate III	0.00	0	0.00	0	1.00	58,441 A
Equipment Operator	2.00	102,189	2.00	106,277	3.00	139,377 B
Equipment Operator Trainee	1.00	32,000	1.00	33,280	0.00	0
Equipment Repair Specialist	1.00	53,460	1.00	55,598	1.00	55,598
Laborer	5.00	183,513	5.00	186,552	5.00	185,140
Landfill Supervisor	1.00	61,351	1.00	63,805	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	297,854	7.00	292,063
Weighmaster/Attendant I	1.00	30,857	1.00	32,091	1.00	32,091
Weighmaster/Attendant II	5.00	245,057	5.00	254,859	5.00	254,859
Weighmaster/Attendant Trainee	1.00	23,700	0.00	0	0.00	0
Weighmaster Supervisor	0.00	0	0.00	0	1.00	63,805 C
FULL-TIME SALARIES	33.00	1,533,649	32.00	1,539,634	32.00	1,511,502
SALARY OFFSET		0		0		(48,431) D
TOTAL FULL-TIME SALARIES	<u>33.00</u>	<u>1,533,649</u>	<u>32.00</u>	<u>1,539,634</u>	<u>32.00</u>	<u>1,463,071</u>

DIVISION STAFF SUMMARY
Bureau of Solid Waste Management
Index #301211

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES						
Laborer	0.60	13,566	0.60	13,566	0.60	13,566
Senior Equipment Operator	0.60	24,960	0.60	25,958	0.60	25,958
TOTAL PART-TIME SALARIES	1.20	38,526	1.20	39,524	1.20	39,524
SALARY TOTAL	34.20	1,572,175	33.20	1,579,158	33.20	1,502,595
OTHER PERSONAL SERVICES						
Pension & Retirement		139,249		155,320		147,664
Workers' Compensation		89,750		99,019		93,185
Health Benefits		453,314		462,553		513,439
PEHP		0		27,382		47,752
Overtime		100,000		100,000		100,000
FICA		127,921		128,455		122,598
Miscellaneous		4,900		4,760		4,620
TOTAL OTHER PERSONAL SERVICES		915,134		977,489		1,029,258
TOTAL PERSONAL SERVICES	34.20	2,487,309 *	33.20	2,556,647	33.20	2,531,853

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Engineering Associate II position upgraded to an Engineering Associate III - #0230

B - One (1) Equipment Operator Trainee position upgraded to an Equipment Operator - #3413

C - One (1) Landfill Supervisor position reclassified as a Weighmaster Supervisor - #0490

D - One (1) vacant Equipment Operator position unfunded in an effort to reduce costs in FY 15 - #0497

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 feasible and cost effective means and methods which meet or exceed regulatory provisions.

Department Objective

To continue expansion of the Harford Waste Disposal Center (HWDC) Landfill and Waste-to-Energy (WTE) Plant in an exemplary environmental manner, to promote recycling, along with managing the Litter Control (LC) and Adopt-A-Road programs. To comply with all regulatory requirements, including review and generation of Solid Waste Management Plans. To develop and implement contracts for long-term waste disposal with regional partners.

County Goal(s) Supported

- I. Public Safety
- V. Environmental Stewardship
- VI. Quality Living

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$11,727,739	\$12,133,798	\$11,839,179	\$13,128,675	\$13,573,156
Tons of Solid Waste managed (in-county)*	173,452	154,921	133,890	160,000	160,000
<u>Output:</u>					
Tons of material removed from the waste stream at HWDC	59,024	65,492	62,621	66,000	66,000
<u>Outcome:</u>					
Percentage of waste stream recycled county-wide	62%	59%	60%	59%	59%

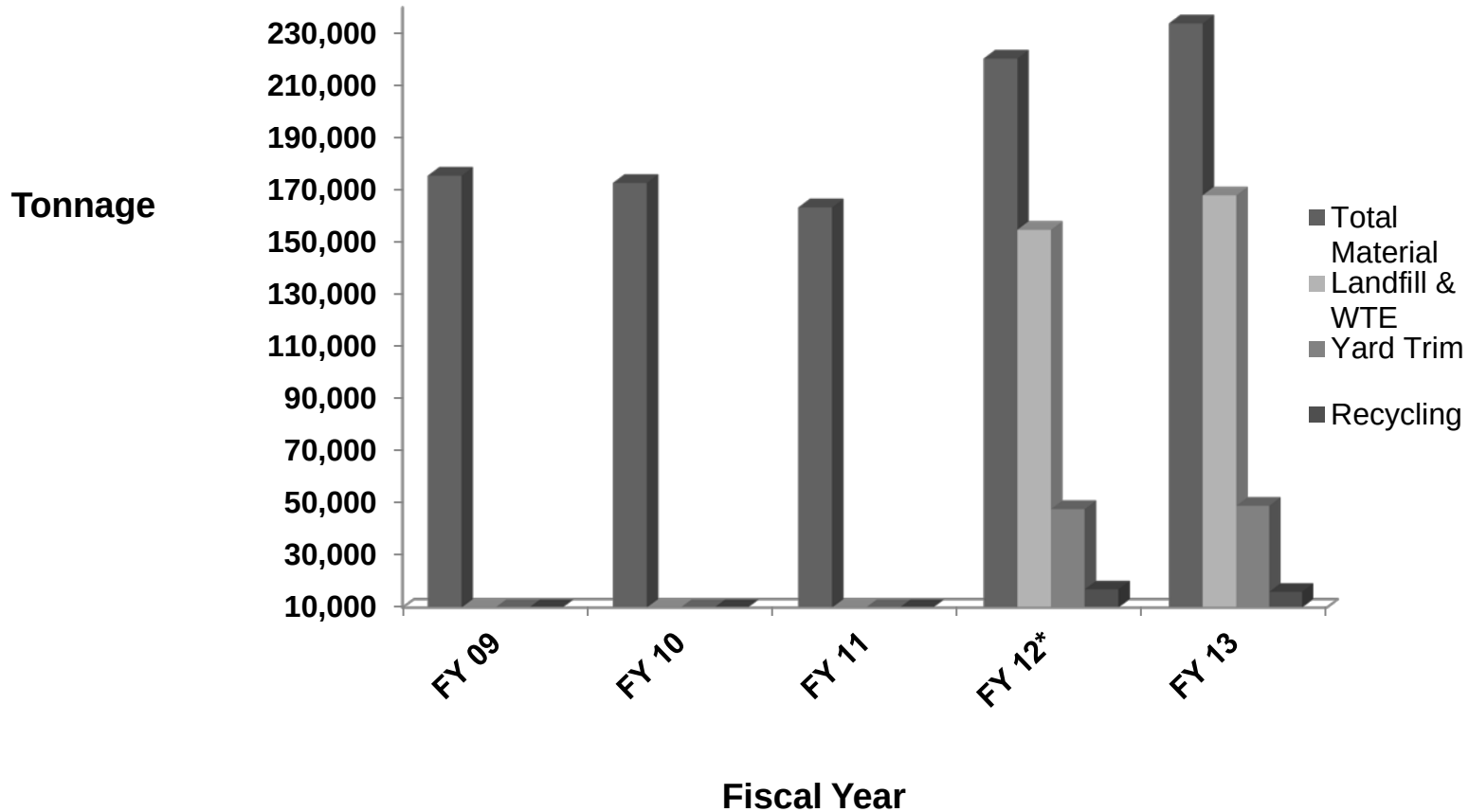
*Note: Beginning in October 2011, Baltimore County began to deliver solid waste back to Harford County for the equivalent amount of waste sent to Baltimore County plus 30%, spread over a 5-year period. These quantities do not include waste delivered back from Baltimore County.

Major Related Plans and Policies

Harford County Solid Waste Management Plan, Harford County Recycling Plan

ENVIRONMENTAL SERVICES

TONS OF SOLID WASTE DISPOSED



Beginning in FY 2012, tons will be reported for materials handled at the Landfill, Waste to Energy Facility, Yard Trim Facility and Recycling Transfer Station.

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

Transfer Station

Index #301212

ORIGIN/PURPOSE:

This budget supports the Municipal Solid Waste Disposal Agreement between Harford County Government and Baltimore County Government. The Agreement provides for construction and operation of facilities located in Baltimore County to properly dispose of solid waste and process materials for recycling as described in the Harford County Solid Waste Management Plan.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
20 CONTRACTUAL SERVICES	0	0	0	588,650	588,650
GRAND TOTAL	0	0	0	588,650	588,650

SUMMARY BY CHARACTER:

FUNDING SOURCE:

55 SOLID WASTE SERVICES	0	0	0	588,650	588,650

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
0	588,650	588,650	<u>CONTRACTUAL SERVICES</u> Payment to Baltimore County for the Transfer Station Fee per agreement

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

Waste to Energy

Index #301271

ORIGIN/PURPOSE:

This budget is based on the Northeast Maryland Waste Disposal Authority managing the Waste to Energy on our behalf. The operating budget consists of payments to the contract operator for operations and maintenance expense, repair and replacement expense, insurance expense, 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	<u>8,422,463</u>	<u>8,351,113</u>	<u>9,326,813</u>	<u>9,788,898</u>	<u>9,788,898</u>
GRAND TOTAL	<u>8,422,463</u>	<u>8,351,113</u>	<u>9,326,813</u>	<u>9,788,898</u>	<u>9,788,898</u>

FUNDING SOURCE:

55 SOLID WASTE SERVICES	<u>8,422,463</u>	<u>8,351,113</u>	<u>9,326,813</u>	<u>9,788,898</u>	<u>9,788,898</u>

Index #301271

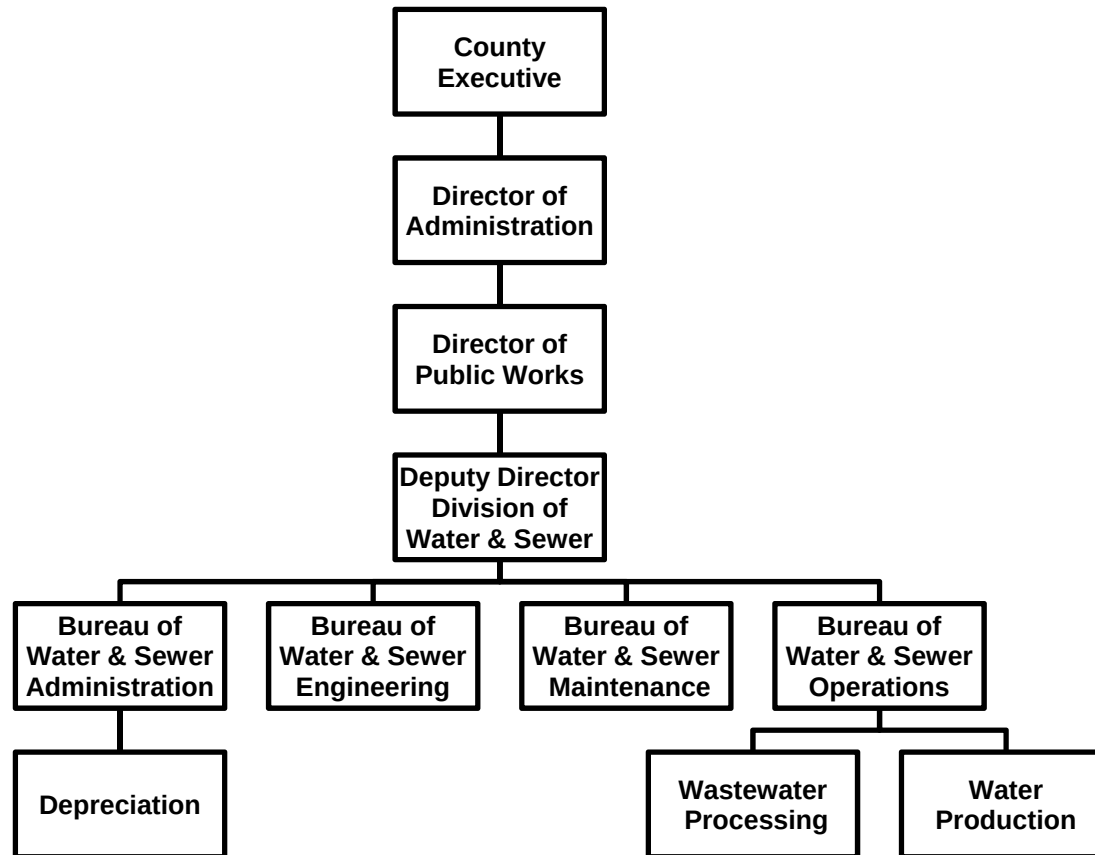
462,085



Waste to Energy Plant

DEPARTMENT OF PUBLIC WORKS

DIVISION OF WATER AND SEWER



PUBLIC WORKS - DIVISION OF WATER & SEWER

ORIGIN/PURPOSE:

The Public Works Division of Water and Sewer is mainly funded by user charges, connection charges, interest on investments and licenses and permits. When possible grants are utilized to extend Water & Sewer service and to support special projects such as energy preparedness, response enhanced treatment and public main extension. This Division is responsible for the operation, maintenance, administration, planning, and engineering of public water and sewer facilities to service over 100,000 people in Harford County that reside outside the three incorporated towns. The Division is grouped into six functional areas:

BUREAU OF WATER & SEWER ADMINISTRATION is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Purchase Agreements, Building Permits, Master Plan revisions, Capital Projects, Petitions, Budget, and Personnel Management.

DEPRECIATION is an account to track depreciation expense.

BUREAU OF WATER & SEWER ENGINEERING handles contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assists in house utility assessments and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

BUREAU OF WATER & SEWER MAINTENANCE operates and maintains the water distribution system and sewer collection system on a 24 hour, 7 day a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section, and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency service. The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) System. Expenditure accounts were consolidated in the FY 15 budget. Indexes 305260 and 306260 have been eliminated and their funding has been reallocated into Indexes 305210 and 306120 for better accountability.

BUREAU OF WATER & SEWER OPERATIONS:

WASTEWATER PROCESSING is responsible for the treatment of domestic wastewater originating from more than 43,000 customer accounts of the County's sewer system; operating three County-owned treatment plants; operating 53 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants; and operating and maintaining over 300 individual home sewage collection/pumping systems collectively. The County's main wastewater facility, Sod Run, is a regional type facility treating County septage, leachate, and other plant residuals in addition to the wastewater delivered from the collection system. It is a State and Federally acclaimed wastewater treatment system subject of awards and publications.

WATER PRODUCTION provides safe and potable water to over 43,000 customers on the County's water system; utilizes three County-owned treatment plants, 12 booster stations, 12 water towers to process and deliver water, and purchases water from the City of Havre de Grace. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry.

PUBLIC WORKS - DIVISION OF WATER & SEWER

MISSION STATEMENT:

TO PROVIDE EFFICIENT AND RELIABLE PUBLIC UTILITIES FOR POTABLE WATER AND CENTRALIZED SEWAGE 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 2014 - FY 2015 GOALS:

TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATIONS
 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS
 TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS
 TO PROVIDE ECONOMICAL TREATMENT OF WASTEWATER THAT PROTECTS THE ENVIRONMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	14,675,465	14,381,917	14,585,398	14,823,168	14,823,168
20 CONTRACTUAL SERVICES	6,158,189	6,643,636	7,993,360	8,128,333	8,128,333
30 SUPPLIES & MATERIALS	2,607,577	2,639,498	3,664,345	3,737,180	3,737,180
40 BUSINESS AND TRAVEL	672,648	664,404	695,510	757,635	757,635
50 CAPITAL OUTLAY	509,779	811,625	927,140	1,445,950	1,445,950
70 MISCELLANEOUS	11,195,888	12,884,609	11,565,066	13,759,320	13,759,320
80 INTER-GOVERNMENTAL/INTERFUND	520,573	312,530	620,000	0	0
GRAND TOTAL	36,340,119	38,338,219	40,050,819	42,651,586	42,651,586

SUMMARY BY FUND:

51 WATER & SEWER OPERATING	36,340,119	38,338,219	40,050,819	42,651,586	42,651,586
GRAND TOTAL	36,340,119	38,338,219	40,050,819	42,651,586	42,651,586

PUBLIC WORKS - DIVISION OF WATER & SEWER

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DIVISION:</u>					
BUREAU OF ADMINISTRATION	2,566,952	3,352,913	3,399,917	3,271,085	3,271,085
DEPRECIATION	9,638,801	10,824,246	9,200,000	10,824,000	10,824,000
BUREAU OF ENGINEERING	1,195,087	1,218,762	1,318,138	1,337,280	1,337,280
BUREAU OF WATER & SEWER MAINTENANCE	6,367,236	6,410,641	6,939,334	7,088,071	7,088,071
WASTEWATER PROCESSING	10,194,647	10,317,235	12,114,644	12,434,976	12,434,976
WATER PRODUCTION	6,377,396	6,214,422	7,078,786	7,696,174	7,696,174
GRAND TOTAL	36,340,119	38,338,219	40,050,819	42,651,586	42,651,586

FINANCIAL NOTES:

FY 14	FY 15	CHANGE
14,585,398	14,823,168	237,770

EXPLANATION OF INCREASE/DECREASE

PERSONAL SERVICES

Increase is the net result of staff turnover, salary, pension, workers' compensation, health benefits, and PEHP (Post Employment Health Plan) adjustments and an Administrative Assistant I position created in FY 14. Overtime and Shift Differential were adjusted based on actual expense history. Temporary salaries increase to provide for a part-time Facility Mechanic and a Management Specialist.

7,993,360	8,128,333	134,973

CONTRACTUAL SERVICES

Increase is the net result of office equipment, space and real estate rental, electricity and building/custodial services adjusted due to completion of the new Administrative building. Telephone service, emergency reporting system, sewer line rehabilitation/repair and other rents and utilities were adjusted based on actual expense history. Engineering service, utility line maintenance and operating equipment were adjusted based on actual contracts. Due to one-time FY 14 expense to implement Cityworks, other service and maintenance contracts decrease. Raw water purchased from Baltimore City and tipping fees for landfill disposal of grit in the Harford County landfill increase based on actuals.

PUBLIC WORKS - DIVISION OF WATER & SEWER

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
3,664,345	3,737,180	72,835	<u>SUPPLIES AND MATERIALS</u> Several supplies and materials expenses were adjusted based on actual expense history. Funding is provided to purchase shirts, hats, etc., purchased every two years which are not covered under the Uniform Rental agreement. Janitorial supplies and equipment increase due to completion of new Administrative building. Increases to chemicals in bulk based on projected usage and unit costs, laboratory supplies due to additional reagents for new analyzers, parts due to cost of parts and lead free law and oil and lubricants based on plant expansion. Funding provided to purchase two (2) additional handheld meters, 400 new meter installations and 1,600 repairs.
695,510	757,635	62,125	<u>BUSINESS AND TRAVEL</u> Maintenance of vehicles, fuel charges, membership fees, dues and training seminars increase based on actual expense history
927,140	1,445,950	518,810	<u>CAPITAL OUTLAY</u> Funding provides for: annual inspection and maintenance of all wells, plant improvements, meters, electronic process controls, shelving, electric heaters, air conditioners, John Deere gator, air compressor, blowers, saws, pumps, tampers, hydraulic power tools, testing gauges, leak detection equipment, shoring box, flow meters, laboratory equipment, tower antennas and other miscellaneous equipment. Generators are also planned, with a Federal Emergency Management Agency (FEMA) grant providing 75% of the total cost.
11,565,066	13,759,320	2,194,254	<u>MISCELLANEOUS</u> Funding provides for Payments to Other Governmental Agencies, Pro Rata Shares for the General Fund to support administrative services and Depreciation
620,000	0	(620,000)	<u>INTER-GOVERNMENTAL/INTERFUND</u> Other Intergovernmental funding transferred to Payments to Other Government Agencies

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	101,865	1.00	105,939	1.00	105,939
Administrative Assistant I	1.00	40,107	2.00	74,812	3.00	113,569
Administrative Assistant II	6.00	284,127	5.00	252,316	6.00	291,192
Administrative Specialist II	1.00	79,375	1.00	82,550	1.00	82,550
Assistant Superintendent	8.00	622,635	8.00	647,542	7.00	558,570
Central Stores Manager	2.00	81,413	2.00	84,669	2.00	84,669
Chemist	1.00	57,260	1.00	59,549	1.00	59,549
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Water & Sewer	3.00	351,042	3.00	351,043	3.00	338,886
Civil Engineer I	1.00	43,900	1.00	45,656	1.00	45,656
Civil Engineer II	2.00	115,157	2.00	117,867	2.00	117,867
Civil Engineer III	4.00	379,681	4.00	394,871	4.00	360,264
Civil Engineer IV	1.00	110,992	1.00	114,629	1.00	114,629
Clerk Typist	1.00	27,500	0.00	0	0.00	0
Computer System Engineer III	2.00	146,208	2.00	152,056	2.00	152,056
Database Administrator	1.00	69,795	1.00	72,587	1.00	52,800
Deputy Director of Public Works	1.00	122,179	1.00	124,862	1.00	124,862
Drafting Technician II	1.00	56,112	1.00	58,358	1.00	58,358
Electrician Water & Sewer Operations	1.00	44,322	1.00	46,095	1.00	43,900
Engineering Associate III	1.00	51,852	0.00	0	0.00	0
Engineering Associate IV	0.00	0	1.00	56,621	1.00	56,621
Equipment Repair Specialist	1.00	37,300	1.00	38,792	1.00	38,792
GIS Coordinator	1.00	70,094	1.00	72,896	1.00	76,541
Instrumentation Technician	1.00	56,136	1.00	58,381	2.00	109,381
Laboratory Technician	5.00	226,683	5.00	235,751	4.00	194,255
Management Assistant I	0.00	0	0.00	0	1.00	61,000
Management Assistant II	3.00	230,153	3.00	216,268	1.00	64,000
Permits Review Supervisor	0.00	0	0.00	0	1.00	76,216
Plant Operations Manager	2.00	162,651	2.00	169,157	2.00	169,157
Plant Operator (Water/Wastewater)	16.00	739,423	14.00	647,991	15.00	671,025
Plant Operator Trainee I (Water/Wastewater)	11.00	302,500	4.00	110,000	2.00	55,000
Plant Operator Trainee II (Water/Wastewater)	3.00	99,300	13.00	436,919	13.00	432,948

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF WATER AND SEWER

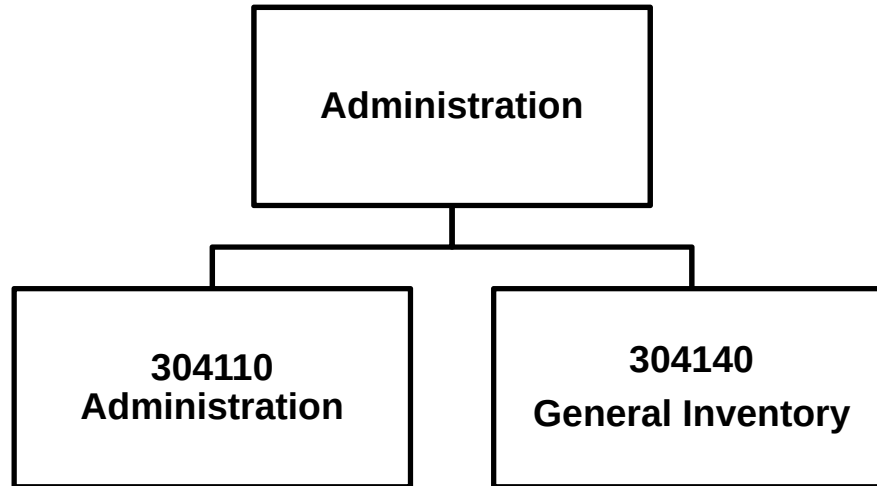
POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Plant Superintendent Water & Sewer	3.00	257,295	3.00	264,475	3.00	264,474
Pretreatment Inspector	1.00	43,900	1.00	45,656	1.00	45,656
Process Engineer	2.00	144,167	2.00	147,614	2.00	147,614
Senior Electrician Water & Sewer	1.00	58,335	1.00	60,668	1.00	60,668
Senior Instrumentation Technician	1.00	61,897	1.00	64,371	1.00	64,371
Senior Laboratory Technician	1.00	47,400	1.00	49,296	2.00	96,696
Senior Plant Operator	5.00	305,757	3.00	196,419	3.00	196,419
Senior Water/Wastewater Facility Mechanic	3.00	171,507	4.00	243,528	4.00	243,529
Shift Supervisor/Plant Operations	6.00	396,543	6.00	412,407	6.00	412,404
Superintendent of Laboratories	1.00	65,409	1.00	68,025	1.00	68,025
Superintendent of Water & Sewer Facilities	1.00	90,507	1.00	94,127	2.00	172,498
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	69,206	1.00	69,206
Water & Sewer Permits Technician	1.00	35,600	2.00	73,030	1.00	43,796
Water & Sewer Utility Crew Chief	6.00	310,710	6.00	323,139	6.00	319,083
Water & Sewer Utility Technician I	0.00	0	1.00	39,900	1.00	56,048
Water & Sewer Utility Technician II	1.00	63,799	1.00	66,351	0.00	0
Water & Sewer Utility Technician III	2.00	130,634	2.00	135,858	3.00	204,199
Water & Sewer Utility Worker I	5.00	181,590	7.00	233,569	6.00	186,553
Water & Sewer Utility Worker II	11.00	334,544	5.00	148,411	8.00	228,711
Water & Sewer Utility Worker III (Certified)	3.00	112,547	6.00	230,442	6.00	228,949
Water & Sewer Utility Worker III (Non-Certified)	6.00	196,859	5.00	164,535	3.00	104,135
Water & Sewer Utility Worker IV	2.00	104,677	4.00	189,496	4.00	161,363
Water/Wastewater Facility Mechanic	9.00	455,104	9.00	440,021	10.00	467,439
Water/Wastewater Facility Mechanic Trainee	4.00	132,400	4.00	132,400	3.00	99,300
Water Meter Mechanic I	1.00	27,500	1.00	28,600	1.00	27,500
Water Meter Mechanic II	7.00	293,227	7.00	295,415	7.00	284,615
Water Meter Technician I	2.00	107,784	2.00	112,096	2.00	112,096
Water Meter Technician II	1.00	57,814	1.00	60,127	1.00	60,127
FULL-TIME SALARIES	170.00	9,035,212	171.00	9,288,759	172.00	9,207,126

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
SALARY OFFSET		<u>(11,744)</u>		<u>0</u>		<u>0</u>
TOTAL FULL-TIME SALARIES	170.00	9,023,468	171.00	9,288,759	172.00	9,207,126
TEMPORARY SALARIES		<u>99,778</u>		<u>53,544</u>		<u>105,410</u>
SALARY TOTAL	<u>170.00</u>	<u>9,123,246</u>	<u>171.00</u>	<u>9,342,303</u>	<u>172.00</u>	<u>9,312,536</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		827,697		931,132		931,146
Workers' Compensation		255,332		257,848		261,566
Health Benefits		2,158,916		2,216,737		2,410,663
PEHP		0		168,857		208,348
Overtime & Shift Differential		696,591		865,100		894,700
FICA		748,103		779,341		779,989
Miscellaneous		<u>23,940</u>		<u>24,080</u>		<u>24,220</u>
TOTAL OTHER PERSONAL SERVICES		<u>4,710,579</u>		<u>5,243,095</u>		<u>5,510,632</u>
TOTAL PERSONAL SERVICES	<u>170.00</u>	<u>13,833,825 *</u>	<u>171.00</u>	<u>14,585,398</u>	<u>172.00</u>	<u>14,823,168</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER & SEWER
Bureau of Water & Sewer Administration
Index #304110, 304140

ORIGIN/PURPOSE:

The Bureau of Water & Sewer Administration is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Agreements, Building Permits, Master Plan Revisions, Capital Projects, Petitions, Commercial Applications, Budget and Personnel Management and Bureau Rules and Regulations.

FY 2014 - FY 2015 GOAL:

TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATIONS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	973,887	945,234	922,099	932,197	932,197
20 CONTRACTUAL SERVICES	106,786	416,074	121,022	59,718	59,718
30 SUPPLIES AND MATERIALS	3,547	3,406	58,215	56,225	56,225
40 BUSINESS AND TRAVEL	20,739	21,003	21,375	22,825	22,825
50 CAPITAL OUTLAY	495	0	8,540	0	0
70 MISCELLANEOUS	1,461,476	1,967,196	2,268,666	2,200,120	2,200,120
80 INTER-GOVERNMENTAL/INTERFUND	22	0	0	0	0
GRAND TOTAL	<u>2,566,952</u>	<u>3,352,913</u>	<u>3,399,917</u>	<u>3,271,085</u>	<u>3,271,085</u>

FUNDING SOURCE:

51 WATER & SEWER OPERATING	<u>2,566,952</u>	<u>3,352,913</u>	<u>3,399,917</u>	<u>3,271,085</u>	<u>3,271,085</u>

SUMMARY BY DIVISION:

304110	BUREAU OF WATER & SEWER	2,566,952	3,352,913	3,349,917	3,221,085	3,221,085
	ADMINISTRATION	0	0	50,000	50,000	50,000
304140	GENERAL INVENTORY	<u>2,566,952</u>	<u>3,352,913</u>	<u>3,399,917</u>	<u>3,271,085</u>	<u>3,271,085</u>

PUBLIC WORKS - DIVISION OF WATER & SEWER Bureau of Water & Sewer Administration Index #304110, 304140

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
922,099	932,197	10,098	<u>PERSONAL SERVICES</u> Increase is a net result of staff turnover, salary, pension, workers' compensation, health benefits, and PEHP (Post Employment Health Plan) adjustments and overtime funding based on actual expense history
121,022	59,718	(61,304)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of operating costs (i.e. telephone, electricity, building/custodial services) for the new Administrative building offset by deletion of office lease funding no longer required
58,215	56,225	(1,990)	<u>SUPPLIES AND MATERIALS</u> Decrease is primarily the result of FY 14 one-time costs associated with new Administrative building offset slightly by an increase for janitorial supplies and equipment
21,375	22,825	1,450	<u>BUSINESS AND TRAVEL</u> Vehicle maintenance and fuel costs increase based on actual expense history
8,540	0	(8,540)	<u>CAPITAL OUTLAY</u> Decrease due to FY 14 one-time expenses for new Administrative building
2,268,666	2,200,120	(68,546)	<u>MISCELLANEOUS</u> Pro rata shares to the General Fund Administration decrease offset by an increase of pro rata shares to the Department of Public Works - Director's Office

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Administration
Index #304110

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	101,865	1.00	105,939	1.00	105,939
Administrative Assistant I	0.00	0	1.00	33,100	1.00	33,100
Administrative Assistant II	1.00	41,513	0.00	0	1.00	38,875 A
Chief, Water & Sewer (Administration)	1.00	120,025	1.00	120,025	1.00	120,025
Clerk Typist	1.00	27,500	0.00	0	0.00	0
Database Administrator	1.00	69,795	1.00	72,587	1.00	52,800
Deputy Director of Public Works	1.00	122,179	1.00	124,862	1.00	124,862
Management Assistant II	2.00	145,450	2.00	151,268	1.00	64,000
Permits Review Supervisor	0.00	0	0.00	0	1.00	76,216 B
Water & Sewer Permits Technician	1.00	35,600	2.00	73,030	1.00	43,796
FULL-TIME SALARIES	<u>9.00</u>	<u>663,927</u>	<u>9.00</u>	<u>680,811</u>	<u>9.00</u>	<u>659,613</u>
SALARY OFFSET		<u>(11,744)</u>		<u>0</u>		<u>0</u>
SALARY TOTAL	<u>9.00</u>	<u>652,183</u>	<u>9.00</u>	<u>680,811</u>	<u>9.00</u>	<u>659,613</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		59,753		68,081		65,961
Workers' Compensation		7,834		7,872		10,603
Health Benefits		107,146		107,436		133,958
PEHP		0		4,564		8,864
Overtime & Shift Differential		1,000		1,000		2,000
FICA		48,196		51,075		49,938
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		<u>225,189</u>		<u>241,288</u>		<u>272,584</u>
TOTAL PERSONAL SERVICES	<u>9.00</u>	<u>877,372 *</u>	<u>9.00</u>	<u>922,099</u>	<u>9.00</u>	<u>932,197</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Water & Sewer Permits Technician position reclassified as an Administrative Assistant II - #1069

B - One (1) vacant Management Assistant II position filled as Permits Review Supervisor - #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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$5,080,227	\$4,846,340	\$5,124,800	\$5,469,958	\$5,911,530
<u>Output:</u>					
Total miles of sewer in system	550	550	557	564	564
<u>Efficiency:</u>					
Total cost per 100 miles of sewer	\$923,678	\$881,153	\$920,072	\$969,851	\$1,048,144
<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	1.6	1.1	1.8	1.1	1.4

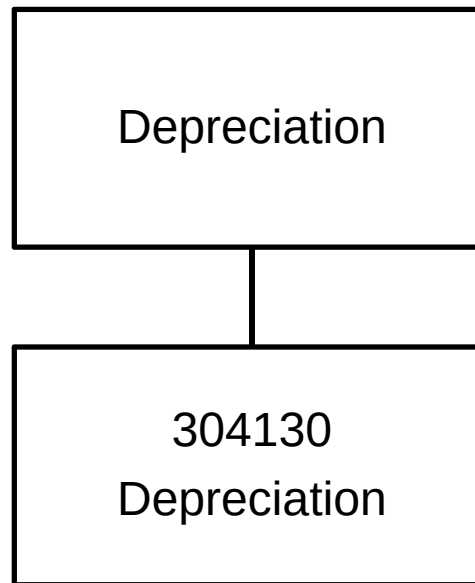
Explanation and Analysis of Performance Measures

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



PUBLIC WORKS - DIVISION OF WATER AND SEWER Depreciation Index #304130

ORIGIN/PURPOSE:

Total Depreciation Expense for FY 13 was \$10,824,246. Water and Sewer booked assets are funded by contributed capital. The value of the booked assets are reduced each year by depreciation expense. It is estimated that the expense for FY 15 will be \$10,824,000. This total expense is reduced by the Depreciation Expense from Contributed Capital.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
70 MISCELLANEOUS	<u>9,638,801</u>	<u>10,824,246</u>	<u>9,200,000</u>	<u>10,824,000</u>	<u>10,824,000</u>
GRAND TOTAL	<u><u>9,638,801</u></u>	<u><u>10,824,246</u></u>	<u><u>9,200,000</u></u>	<u><u>10,824,000</u></u>	<u><u>10,824,000</u></u>

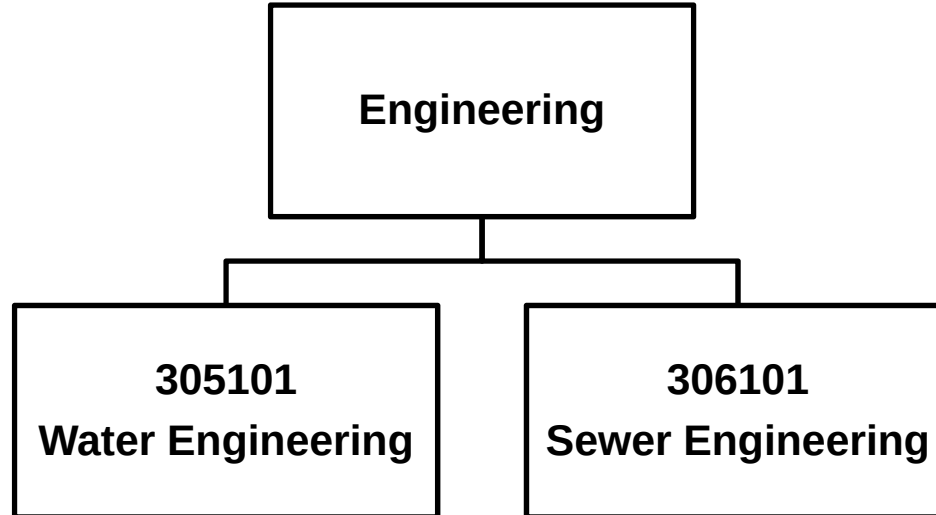
FUNDING SOURCE:

51 WATER & SEWER OPERATING	<u><u>9,638,801</u></u>	<u><u>10,824,246</u></u>	<u><u>9,200,000</u></u>	<u><u>10,824,000</u></u>	<u><u>10,824,000</u></u>

SUMMARY BY DIVISION:

304130	DEPRECIATION	<u>9,638,801</u>	<u>10,824,246</u>	<u>9,200,000</u>	<u>10,824,000</u>	<u>10,824,000</u>
	GRAND TOTAL	<u><u>9,638,801</u></u>	<u><u>10,824,246</u></u>	<u><u>9,200,000</u></u>	<u><u>10,824,000</u></u>	<u><u>10,824,000</u></u>

DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Engineering
Index #305101, 306101

ORIGIN/PURPOSE:

The responsibilities of the Bureau of Water & Sewer Engineering include handling contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assisting in house utility assessments; planning for future growth and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,164,466	1,183,815	1,276,438	1,259,390	1,259,390
20 CONTRACTUAL SERVICES	24,667	31,779	34,900	69,340	69,340
30 SUPPLIES AND MATERIALS	3,173	1,768	4,300	5,450	5,450
40 BUSINESS AND TRAVEL	1,791	1,400	2,500	3,100	3,100
50 CAPITAL OUTLAY	990	0	0	0	0
GRAND TOTAL	<u>1,195,087</u>	<u>1,218,762</u>	<u>1,318,138</u>	<u>1,337,280</u>	<u>1,337,280</u>

FUNDING SOURCE:

51 WATER & SEWER OPERATING	<u>1,195,087</u>	<u>1,218,762</u>	<u>1,318,138</u>	<u>1,337,280</u>	<u>1,337,280</u>

SUMMARY BY DIVISION:

305101	WATER ENGINEERING	597,760	618,228	666,969	676,640	676,640
306101	SEWER ENGINEERING	597,327	600,534	651,169	660,640	660,640
GRAND TOTAL		<u>1,195,087</u>	<u>1,218,762</u>	<u>1,318,138</u>	<u>1,337,280</u>	<u>1,337,280</u>

PUBLIC WORKS - DIVISION OF WATER AND SEWER Bureau of Water & Sewer Engineering Index #305101, 306101

FINANCIAL NOTES:

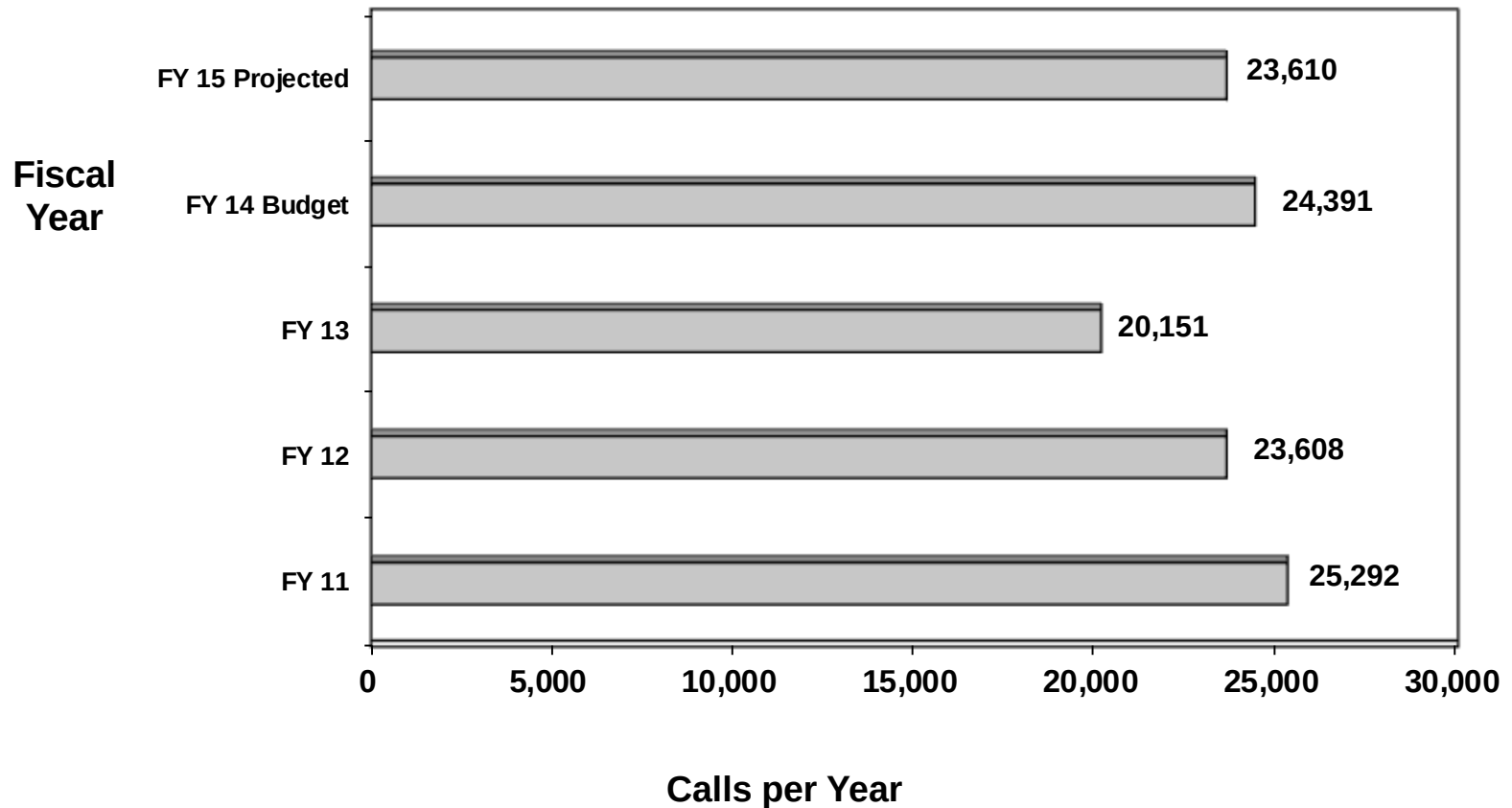
FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,276,438	1,259,390	(17,048)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover, salary, pension and health benefits adjustments
34,900	69,340	34,440	<u>CONTRACTUAL SERVICES</u> Office equipment, electricity and building/custodial services increase for services provided at the new Administrative building, cost split 50/50 with Water & Sewer Administration
4,300	5,450	1,150	<u>SUPPLIES AND MATERIALS</u> Paper supplies and janitorial supplies and equipment increase due to move to new Administrative building, cost split 50/50 with Water & Sewer Administration.
2,500	3,100	600	<u>BUSINESS AND TRAVEL</u> Training seminars increase based on actual expenses

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Engineering
Index #305101, 306101

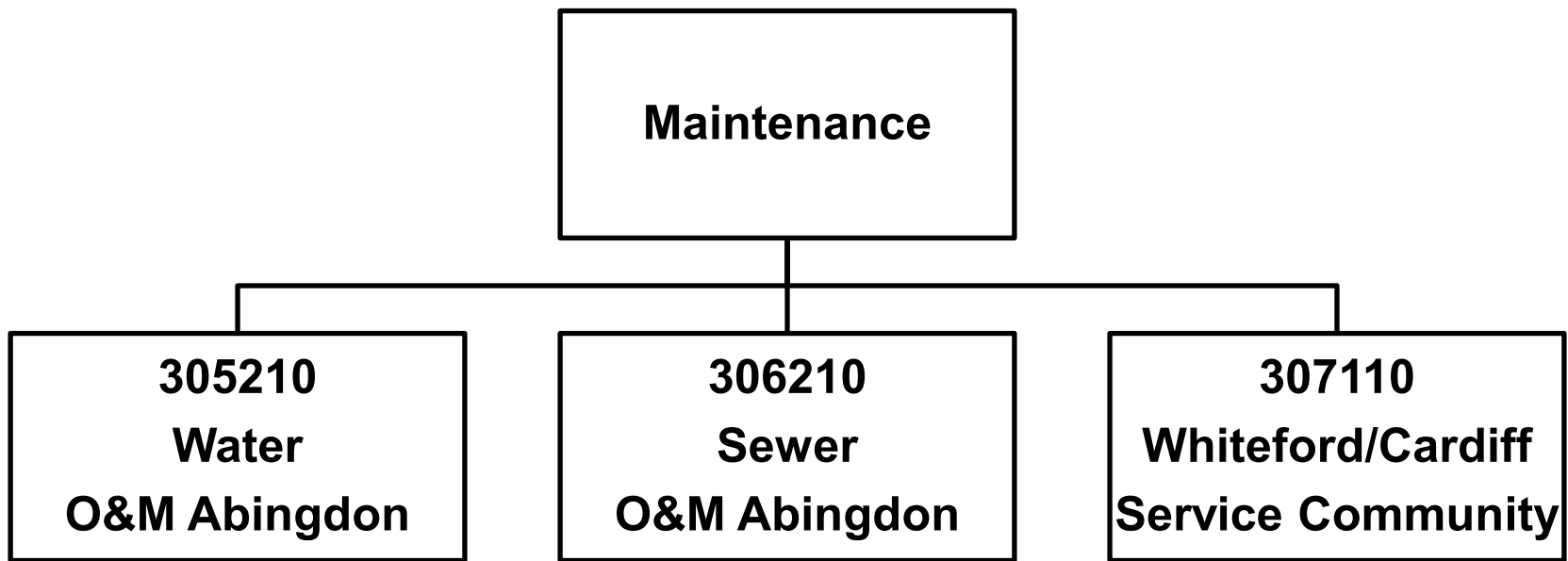
POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Civil Engineer I	1.00	43,900	1.00	45,656	1.00	45,656
Civil Engineer II	2.00	115,157	2.00	117,867	2.00	117,867
Civil Engineer III	4.00	379,681	4.00	394,871	4.00	360,264
Civil Engineer IV	1.00	110,992	1.00	114,629	1.00	114,629
Drafting Technician II	1.00	56,112	1.00	58,358	1.00	58,358
Engineering Associate III	1.00	51,852	0.00	0	0.00	0
Engineering Associate IV	0.00	0	1.00	56,621	1.00	56,621
GIS Coordinator	1.00	70,094	1.00	72,896	1.00	76,541
SALARY TOTAL	12.00	899,188	12.00	932,298	12.00	901,336
OTHER PERSONAL SERVICES						
Pension & Retirement		80,926		93,230		90,134
Workers' Compensation		6,024		6,150		5,926
Health Benefits		169,228		171,388		190,932
Overtime & Shift Differential		400		400		400
FICA		68,558		71,292		68,982
Miscellaneous		1,680		1,680		1,680
TOTAL OTHER PERSONAL SERVICES		326,816		344,140		358,054
TOTAL PERSONAL SERVICES	12.00	1,226,004 *	12.00	1,276,438	12.00	1,259,390

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

Water & Sewer Miss Utility Calls



DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Maintenance
Index #305210, 306210, 307110

ORIGIN/PURPOSE:

The Bureau of Water and Sewer Maintenance is responsible for operating and maintaining the water distribution system and sewer collection system on a 24-hour, 7 day a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency services. Customer Service is also provided by the continuous implementation of the "Preventative Maintenance Plan." The Maintenance Section is also responsible for marking the location of underground water and sewer utilities.

The Bureau of Water and Sewer Maintenance consolidated their expenditure accounts in the FY 15 budget. Indexes 305260 and 306260 have been eliminated and their funding has been reallocated into Indexes 305120 and 306210 for better accountability.

FY 2014 - FY 2015 GOAL:

TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	4,574,976	4,608,132	4,629,394	4,687,996	4,687,996
20 CONTRACTUAL SERVICES	654,443	693,041	823,615	918,800	918,800
30 SUPPLIES AND MATERIALS	675,330	597,413	978,575	957,875	957,875
40 BUSINESS AND TRAVEL	353,461	323,809	375,350	375,000	375,000
50 CAPITAL OUTLAY	49,026	124,246	72,400	72,400	72,400
70 MISCELLANEOUS	60,000	64,000	60,000	76,000	76,000
GRAND TOTAL	<u>6,367,236</u>	<u>6,410,641</u>	<u>6,939,334</u>	<u>7,088,071</u>	<u>7,088,071</u>

FUNDING SOURCE:

51 WATER & SEWER OPERATING	<u>6,367,236</u>	<u>6,410,641</u>	<u>6,939,334</u>	<u>7,088,071</u>	<u>7,088,071</u>

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Maintenance
Index #305210, 306210, 307110

ALL FUND SUMMARY:

		AUDITED	AUDITED	ORIGINAL	EXECUTIVE	ENACTED
		FY 12	FY 13	BUDGET	PROPOSED	FY 15
				FY 14	FY 15	FY 15
<u>SUMMARY BY DIVISION:</u>						
305210	WATER O & M ABINGDON	3,817,909	3,760,257	4,100,197	4,299,911	4,299,911
305260	WATER O & M JOPPATOWNE	95,047	70,545	109,270	0	0
306210	SEWER O & M ABINGDON	2,323,640	2,466,047	2,588,897	2,704,460	2,704,460
306260	SEWER O & M JOPPATOWNE	69,740	46,400	69,470	0	0
307110	SEWER WHITEFORD/CARDIFF					
	SERVICE COMMUNITY	60,900	67,392	71,500	83,700	83,700
GRAND TOTAL		6,367,236	6,410,641	6,939,334	7,088,071	7,088,071

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
4,629,394	4,687,996	58,602	<u>PERSONAL SERVICES</u> Increase is the net result of staff turnover, one Administrative Assistant I position created in FY 14, staff transfers between divisions, salary, pension, health benefits, temporary salaries and PEHP (Post Employment Health Plan) adjustments
823,615	918,800	95,185	<u>CONTRACTUAL SERVICES</u> Increase is the net result of office equipment, electricity, telephone and answering services, emergency report system, sewer line rehabilitation/repair and uniform rental adjusted based on actual expense history. Utility line maintenance contract and other services and maintenance increase based on current contracts.

PUBLIC WORKS - DIVISION OF WATER AND SEWER Bureau of Water & Sewer Maintenance Index #305210, 306210, 307110

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
978,575	957,875	(20,700)	<u>SUPPLIES AND MATERIALS</u> Decrease is the net result of equipment repair parts, safety equipment, water meter repair, oil and lubricants, and grates/manhole covers adjusted based on actual expense history. Funding is provided for uniforms purchased every two years as well as two (2) additional handheld meters, 400 new meter installations and 1,600 repairs. Water and Sewer lines service parts increase due to cost of parts and lead free law.
72,400	72,400	0	<u>CAPITAL OUTLAY</u> Equipment purchases planned for FY 15 include replacement of hex-a-gram and meters, saws, generators, pumps, tampers, hydraulic power tools, testing gauges, leak detection equipment and shoring boxes.
60,000	76,000	16,000	<u>MISCELLANEOUS</u> Payments to Delta Borough for treatment of waste as required by the inter-state agreement

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Maintenance
Index #305210, 306210

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	1.00	41,712	2.00	80,469 A
Administrative Assistant II	2.00	102,296	2.00	106,387	2.00	106,387
Administrative Specialist II	1.00	79,375	1.00	82,550	1.00	82,550
Assistant Superintendent	4.00	291,749	4.00	303,421	3.00	214,449
Chief, Water & Sewer (Facilities)	1.00	110,990	1.00	110,991	1.00	98,834
Equipment Repair Specialist	1.00	37,300	1.00	38,792	1.00	38,792
Superintendent of Water & Sewer Facilities	1.00	90,507	1.00	94,127	2.00	172,498 B
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	69,206	1.00	69,206
Water & Sewer Utility Crew Chief	6.00	310,710	6.00	323,139	6.00	319,083
Water & Sewer Utility Technician I	0.00	0	1.00	39,900	1.00	56,048
Water & Sewer Utility Technician II	1.00	63,799	1.00	66,351	0.00	0
Water & Sewer Utility Technician III	2.00	130,634	2.00	135,858	3.00	204,199 C
Water & Sewer Utility Worker I	5.00	181,590	7.00	233,569	6.00	186,553 D
Water & Sewer Utility Worker II	11.00	334,544	5.00	148,411	8.00	228,711 E
Water & Sewer Utility Worker III (Certified)	3.00	112,547	6.00	230,442	6.00	228,949 F
Water & Sewer Utility Worker III (Non Certified)	4.00	124,616	3.00	92,482	1.00	32,082
Water & Sewer Utility Worker IV	2.00	104,677	4.00	189,496	4.00	161,363
Water Meter Mechanic I	1.00	27,500	1.00	28,600	1.00	27,500 G
Water Meter Mechanic II	7.00	293,227	7.00	295,415	7.00	284,615 H
Water Meter Technician I	2.00	107,784	2.00	112,096	2.00	112,096
Water Meter Technician II	1.00	57,814	1.00	60,127	1.00	60,127
FULL-TIME SALARIES	57.00	2,668,310	58.00	2,803,072	59.00	2,764,511
TEMPORARY SALARIES		34,268		53,544		39,900 I
SALARY TOTAL	57.00	2,702,578	58.00	2,856,616	59.00	2,804,411

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Maintenance
Index #305210, 306210

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		248,782		282,564		280,334
Workers' Compensation		86,545		88,848		88,086
Health Benefits		705,440		771,296		875,632
PEHP		0		59,328		70,932
Overtime & Shift Differential		241,141		319,500		321,100
FICA		224,935		242,982		239,101
Miscellaneous		8,120		8,260		8,400
TOTAL OTHER PERSONAL SERVICES		1,514,963		1,772,778		1,883,585
TOTAL PERSONAL SERVICES	57.00	4,217,541 *	58.00	4,629,394	59.00	4,687,996

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) Administrative Assistant I position created in FY 14 - #3705
- B - One (1) Assistant Superintendent position upgraded to Superintendent Water & Sewer Facilities - #1503
- C - One (1) Water & Sewer Utility Technician II position upgraded to Water & Sewer Utility Technician III - #2142
- D - One (1) vacant Water & Sewer Utility Worker II position filled as Water & Sewer Utility Worker I - #2214
 - One (1) vacant Water & Sewer Utility Worker III (Certified) position filled as Water & Sewer Utility Worker I - #1041
- E - Two (2) vacant Water & Sewer Utility Worker I positions filled as Water & Sewer Utility Worker II - #0095 and #1033
 - One (1) vacant Water & Sewer Utility Worker III (Certified) position filled as Water & Sewer Utility Worker II - #1501
 - One (1) Water & Sewer Utility Worker I position upgraded to Water & Sewer Utility Worker II - #1075
- F - Two (2) Water & Sewer Utility Worker III (Non-Certified) positions upgraded to Water & Sewer Utility Worker III (Certified) - #1043 and #1073
- G - One (1) vacant Water Meter Mechanic II position filled as Water Meter Mechanic I - #1025
- H - One (1) Water Meter Mechanic I position upgraded to Water Meter Mechanic II - #1504
- I - Temporary Salaries - provides for one (1) Laborer position

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$353,814	\$353,814	\$328,056	\$339,188	\$339,188
Number of meter readers	8	8	8	8	8
<u>Output:</u>					
Total number of meters read per year	164,005	164,915	166,688	168,078	169,348
<u>Efficiency:</u>					
Meter readings per employee per year	20,501	20,614	20,836	21,010	21,169
Man hours spent per 100 meters read	3.40	3.10	2.84	2.77	2.60
<u>Outcome:</u>					
Percent of meters in system that are ERT meters	73.1%	83.6%	88.5%	92.4%	95.1%

Explanation and Analysis of Performance Measures

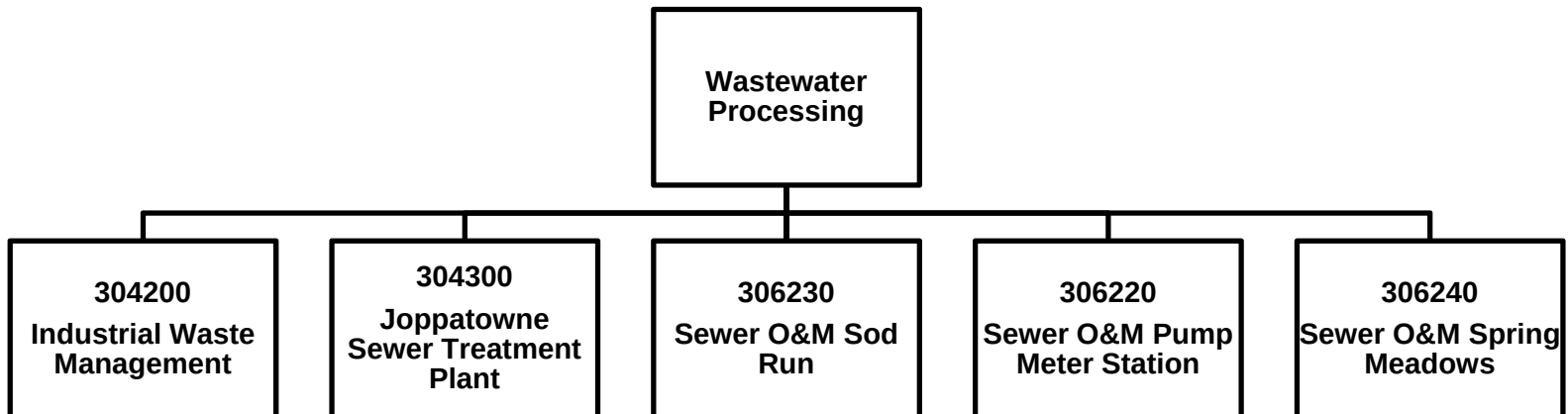
Implementation of ERT meters reduces costs, improves operations, reliability, and the accuracy of the information and bills rendered, which leads to overall customer satisfaction.

Major Related Plans and Policies

Capital Improvements/Replacement Plan in place to replace existing touchpad meters.

DEPARTMENT OF PUBLIC WORKS

WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

ORIGIN/PURPOSE:

The Wastewater Processing section of the Bureau of Water & Sewer Operations is responsible for the treatment of industrial and domestic wastewater originating from the 43,000 plus customers of the County's sewer system as well as the wastewater from the Town of Bel Air and all the septic tank water generated in the County. We also regionally treat several water and wastewater plant sludges and residuals. Utilizing three County-owned plants, wastewater is processed to discharge a quality effluent that 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 53 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants. Unique responsibilities include: operation and maintenance of approximately 300 individual home sewage collection/pumping systems collectively know 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 2014 - FY 2015 GOAL:

TO PROVIDE ECONOMICAL TREATMENT OF WASTEWATER THAT PROTECTS THE ENVIRONMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	5,067,479	4,927,393	4,936,799	5,083,586	5,083,586
20 CONTRACTUAL SERVICES	3,502,819	3,588,399	4,896,335	4,603,700	4,603,700
30 SUPPLIES AND MATERIALS	1,001,113	978,201	1,403,075	1,369,130	1,369,130
40 BUSINESS AND TRAVEL	251,327	268,070	253,335	296,260	296,260
50 CAPITAL OUTLAY	335,747	521,139	588,700	1,043,100	1,043,100
70 MISCELLANEOUS	35,611	29,167	36,400	39,200	39,200
80 INTER-GOVERNMENTAL/INTERFUND	551	4,866	0	0	0
GRAND TOTAL	10,194,647	10,317,235	12,114,644	12,434,976	12,434,976

FUNDING SOURCE:

51 WATER & SEWER OPERATING	10,194,647	10,317,235	12,114,644	12,434,976	12,434,976

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
304200	INDUSTRIAL WASTE MANAGEMENT	170,872	167,436	160,658	162,465	162,465
304300	JOPPATOWNE SEWERAGE TREATMENT PLANT	640,411	656,166	850,136	898,810	898,810
306220	SEWER O & M PUMP/METER STATIONS	2,252,339	2,428,762	2,521,246	2,885,010	2,885,010
306230	SEWER O & M SOD RUN	7,019,390	6,963,697	8,442,469	8,330,145	8,330,145
306240	SEWER O & M SPRING MEADOW	111,635	101,174	140,135	158,546	158,546
		<u>10,194,647</u>	<u>10,317,235</u>	<u>12,114,644</u>	<u>12,434,976</u>	<u>12,434,976</u>

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
4,936,799	5,083,586	146,787	<u>PERSONAL SERVICES</u> Increase is the net result of staff turnover, staff transfers between divisions, temporary salaries for one (1) part-time Facility Mechanic and one (1) Management Specialist, salary, pension, workers' compensation, health benefits and PEHP (Post Employment Health Plan) adjustments and overtime based on actual expense history
4,896,335	4,603,700	(292,635)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of funding adjustments for telephone, professional services, operating equipment, engineering services, facility repair and renovations based on actuals; upgrade of Cityworks software maintenance, programming and licensing fees; tipping fees for landfill disposal of grit; and electricity to accommodate the Enhanced Nutrient Removal (ENR) upgrade

PUBLIC WORKS - DIVISION OF WATER AND SEWER Bureau of Water & Sewer Operations - Wastewater Processing Index #304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,403,075	1,369,130	(33,945)	<u>SUPPLIES AND MATERIALS</u> Decrease is the net result of equipment repair parts, building supplies, chemicals in bulk, diesel fuel, and safety equipment adjusted based on actual expense history, reagents and laboratory supplies used for treatment process analysis and National Pollutant Discharge Elimination System (NPDES) compliance monitoring increases
253,335	296,260	42,925	<u>BUSINESS AND TRAVEL</u> Maintenance of vehicles and fuel charges increase based on actual expense history
588,700	1,043,100	454,400	<u>CAPITAL OUTLAY</u> Equipment purchases planned for FY 15 include plant improvements, electronic process equipment, electric heaters, a gator utility vehicle, blowers, pumps, laboratory equipment, and antenna for Supervisory Control and Data Acquisition (SCADA) system as well as continuation of our annual program to install updated automatic transfer switches, process mixers and weir covers. Generators are also planned, with a FEMA grant providing 75% of the total cost.
36,400	39,200	2,800	<u>MISCELLANEOUS</u> Provides for annual sludge generator fee paid to the Maryland Department of the Environment (MDE) based on volume of biosolids produced in treatment and funding to cover MDE fines for sanitary sewer overflows (SSO)

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	94,951	2.00	98,748	2.00	98,749
Assistant Superintendent	2.90	234,079	2.90	243,442	2.90	243,442
Central Stores Manager	1.00	41,513	1.00	43,173	1.00	43,173
Chemist	0.50	28,630	0.50	29,775	0.50	29,775
Chief, Water & Sewer (Operations)	0.70	84,019	0.70	84,019	0.70	84,019
Computer System Engineer III	1.00	74,535	1.00	77,516	1.00	77,516
Electrician Water & Sewer Operations	1.00	44,322	1.00	46,095	1.00	43,900
Instrumentation Technician	1.00	56,136	1.00	58,381	1.60	88,981 A
Laboratory Technician	3.80	176,499	3.80	183,560	2.80	142,064
Management Assistant I	0.00	0	0.00	0	1.00	61,000 B
Management Assistant II	1.00	84,703	1.00	65,000	0.00	0
Plant Operations Manager	2.00	162,651	2.00	169,157	2.00	169,157
Plant Operator (Water/Wastewater)	8.00	358,392	7.00	316,374	7.00	316,374
Plant Operator Trainee I (Water/Wastewater)	5.00	137,500	3.00	82,500	2.00	55,000
Plant Operator Trainee II (Water/Wastewater)	0.00	0	4.00	132,400	5.00	165,500 C
Plant Superintendent Water & Sewer	1.85	164,809	1.85	171,401	1.85	171,401
Pretreatment Inspector	1.00	43,900	1.00	45,656	1.00	45,656
Process Engineer	1.00	58,000	1.00	58,000	1.00	58,000
Senior Electrician Water & Sewer	0.70	40,835	0.70	42,468	0.70	42,468
Senior Instrumentation Technician	0.70	43,328	0.70	45,059	0.70	45,059
Senior Lab Technician	0.00	0	0.00	0	1.00	47,400 D
Senior Plant Operator	4.00	239,489	2.00	127,499	2.00	127,499
Senior Water/Wastewater Facility Mechanic	1.85	103,527	2.85	172,710	2.85	172,711
Shift Supervisor/Plant Operations	3.00	201,540	3.00	209,602	3.00	209,602
Superintendent of Laboratories	0.90	58,868	0.90	61,222	0.90	61,222
Water & Sewer Utility Worker III (Non Certified)	2.00	72,243	2.00	72,053	2.00	72,053
Water/Wastewater Facility Mechanic	6.85	345,009	6.85	325,522	7.85	352,939 E
Water/Wastewater Facility Mechanic Trainee	3.00	99,300	3.00	99,300	2.00	66,200 F
FULL-TIME SALARIES	56.75	3,048,778	56.75	3,060,632	57.35	3,090,860

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		46,301		0		46,301 G
SALARY TOTAL	56.75	3,095,079	56.75	3,060,632	57.35	3,137,161
OTHER PERSONAL SERVICES						
Pension & Retirement		278,557		306,063		313,716
Workers' Compensation		98,783		97,776		100,421
Health Benefits		794,717		767,462		782,050
PEHP		0		69,596		80,898
Overtime & Shift Differential		300,350		365,500		391,500
FICA		259,176		261,825		269,811
Miscellaneous		7,945		7,945		8,029
TOTAL OTHER PERSONAL SERVICES		1,739,528		1,876,167		1,946,425
TOTAL PERSONAL SERVICES	56.75	4,834,607 *	56.75	4,936,799	57.35	5,083,586

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Plant Operator position reclassified as an Instrumentation Technician and accounting split changed from 100% Water Production to 60% Wastewater Processing and 40% Water Production - #2637

B - One (1) vacant Management Assistant II position filled as a Management Assistant I - #2526

C - One (1) Plant Operator Trainee I position upgraded to a Plant Operator Trainee II - #1106

D - One (1) Laboratory Technician position upgraded to a Senior Laboratory Technician - #2737

E - Two (2) Water/Wastewater Facility Mechanic Trainee positions upgraded to Water/Wastewater Facility Mechanics - #1096 and #2738

F - One (1) vacant Water/Wastewater Facility Mechanic position filled as a Water/Wastewater Facility Mechanic Trainee - #1724

G - Temporary Salaries - provides for one (1) Facility Mechanic and one (1) Management Specialist (cost split with Water Production 50/50)

DPW - WATER & SEWER - WASTEWATER PROCESSING OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide economical treatment of wastewater that protects the environment.

Department Objective

To outperform the National Pollutant Discharge Elimination System (NPDES) permit requirements for our two major wastewater treatment plants, Sod Run and Joppatowne

County Goal(s) Supported

III. Efficient County Government

V. Environmental Stewardship

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Expenditures for wastewater treatment	\$7,536,759	\$7,771,436	\$7,721,037	\$9,432,740	\$9,387,504
<u>Output:</u>					
Millions of gallons treated (Sod Run & Joppatowne)	4,813	5,030	4,700	4,756	5,000
<u>Efficiency:</u>					
Cost per million gallons of treated	\$1,566	\$1,545	\$1,643	\$1,983	\$1,878
<u>Service Quality:</u>					
Percentage removed beyond permit:					
Total Suspended Solids (TSS)	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l
Biological Oxygen Demand (BOD)	≤21.6 mg/l	≤21.6 mg/l	≤21.0 mg/l	≤21.6 mg/l	≤21.0 mg/l
Total Phosphorus (TP)	≤1.7 mg/l	≤1.7 mg/l	≤1.7 mg/l	≤1.7 mg/l	≤0.3 mg/l
Total Nitrogen (TN)	≤10 mg/l	≤10 mg/l	≤8 mg/l	≤10 mg/l	≤4 mg/l
<u>Outcome:</u>					
Average concentration TSS achieved	6.0	5.0	5.0	6.0	4.0
Average concentration of BOD achieved	6.0	4.0	4.0	5.0	5.0
Average concentration of TP achieved	0.7	0.8	0.8	0.9	0.3
Average concentration of TN achieved	10.3	9.3	9.4	9.2	4.0

Explanation and Analysis of Performance Measures

Wastewater Processing seeks to maintain service costs while protecting the environment and providing customers with quality service. Performance and requirements are based on a flow weighted combination of the permits and plant performance.

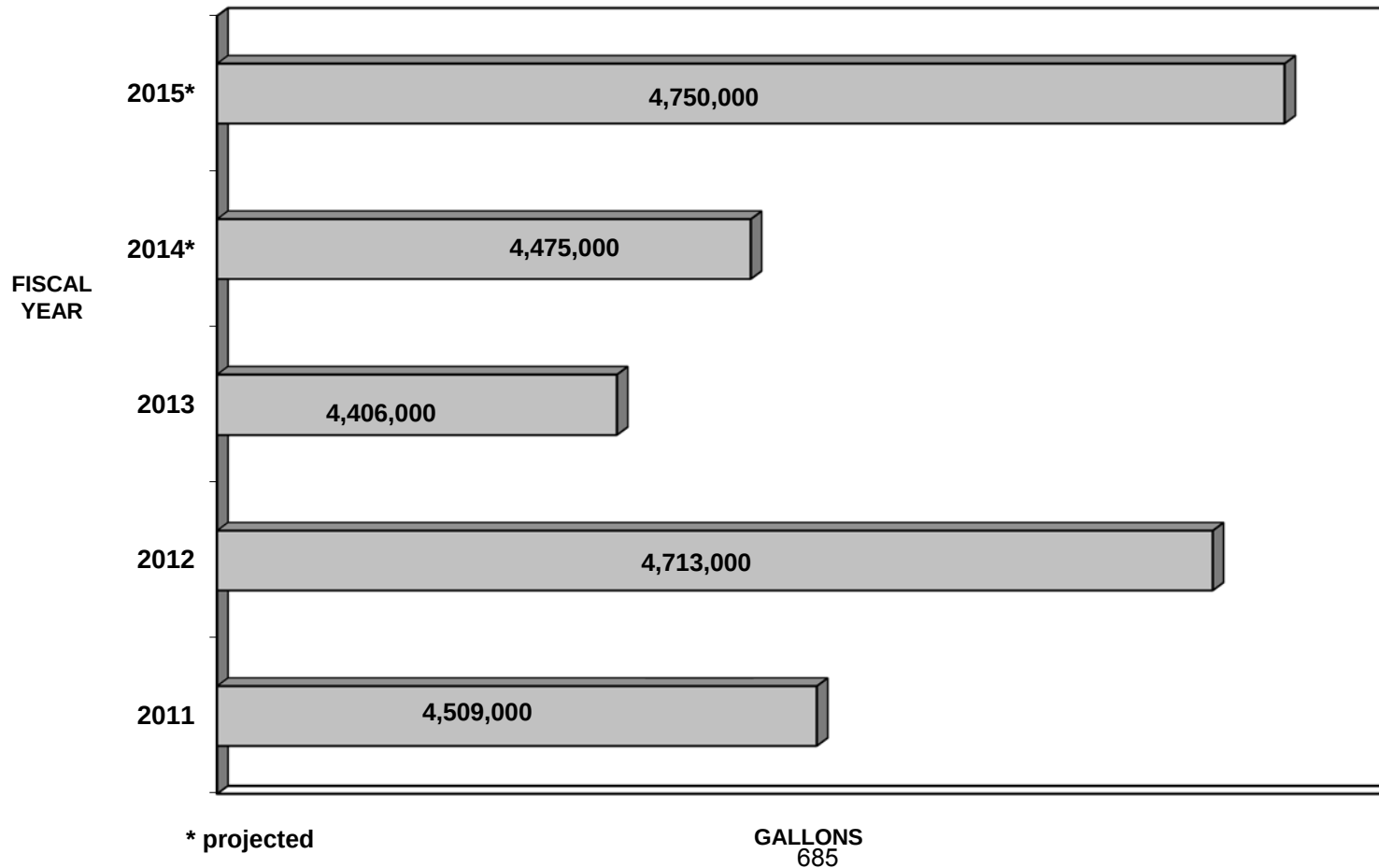
Major Related Plans and Policies

Upgrades and improvements to plants and treatment processes occur on an on-going basis.

Water & Sewer

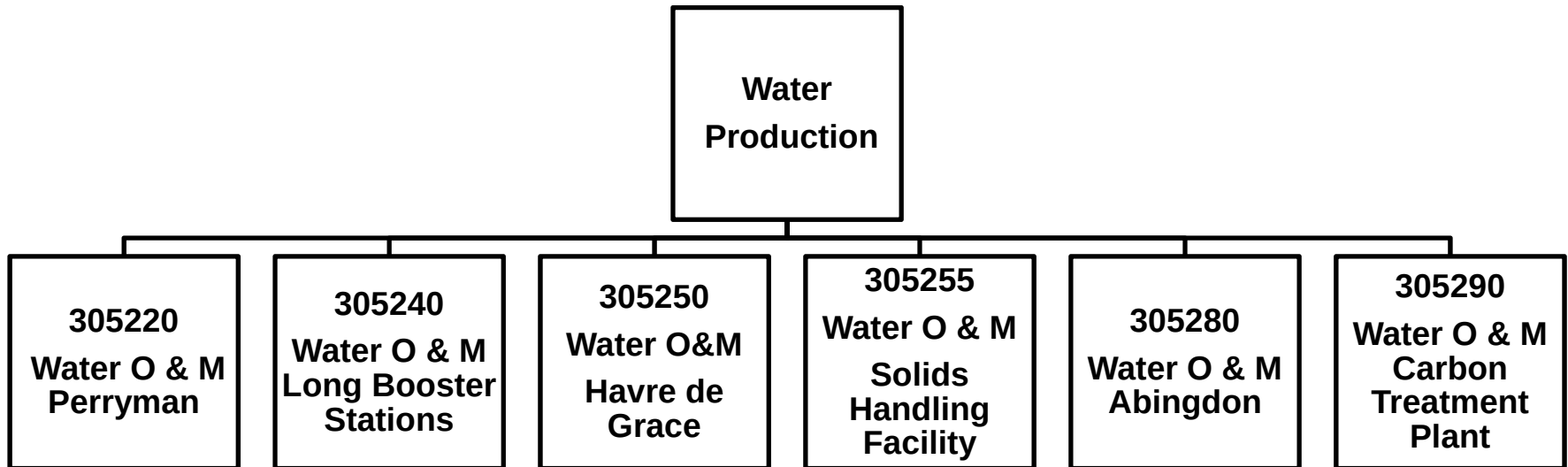
Sod Run Wastewater Treatment Plant

Total Gallons of Treated Flow



DEPARTMENT OF PUBLIC WORKS

WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

ORIGIN/PURPOSE:

The Water Production Section of the Bureau of Water & Sewer Operations provides safe and potable water to over 43,000 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 12 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

FY 2014 - FY 2015 GOAL:

TO PROVIDE CLEAN AFFORDABLE WATER TO OUR CUSTOMERS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,894,657	2,717,343	2,820,668	2,859,999	2,859,999
20 CONTRACTUAL SERVICES	1,869,474	1,914,343	2,117,488	2,476,775	2,476,775
30 SUPPLIES AND MATERIALS	924,414	1,058,710	1,220,180	1,348,500	1,348,500
40 BUSINESS AND TRAVEL	45,330	50,122	42,950	60,450	60,450
50 CAPITAL OUTLAY	123,521	166,240	257,500	330,450	330,450
70 MISCELLANEOUS	0	0	0	620,000	620,000
80 INTER-GOVERNMENTAL/INTERFUND	520,000	307,664	620,000	0	0
GRAND TOTAL	6,377,396	6,214,422	7,078,786	7,696,174	7,696,174

FUNDING SOURCE:

51 WATER & SEWER OPERATING	6,377,396	6,214,422	7,078,786	7,696,174	7,696,174

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY DIVISION:</u>						
305220	WATER O & M PERRYMAN	700,975	682,589	865,316	927,581	927,581
305240	WATER O & M LONG BOOSTER					
	STATIONS	447,892	490,626	554,818	761,954	761,954
305250	WATER O & M HAVRE DE GRACE	1,077,871	675,618	1,111,171	1,135,591	1,135,591
305255	WATER O & M SOLIDS HANDLING					
	FACILITY	3,281	866	40,200	49,200	49,200
305280	WATER O & M ABINGDON	4,139,766	4,355,506	4,492,891	4,805,448	4,805,448
305290	WATER O & M CARBON					
	TREATMENT PLANT	7,611	9,217	14,390	16,400	16,400
		<u>6,377,396</u>	<u>6,214,422</u>	<u>7,078,786</u>	<u>7,696,174</u>	<u>7,696,174</u>

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,820,668	2,859,999	39,331	<u>PERSONAL SERVICES</u> Increase is the net result of staff turnover, staff transfers between divisions, salary, pension, health benefits and PEHP (Post Employment Health Plan) adjustments. Funding for a temporary Water & Sewer Management Specialist is also provided in FY 15.

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,117,488	2,476,775	359,287	<u>CONTRACTUAL SERVICES</u> Increase is the net result of adjustments for electricity and telephone service based on actual expense history, operating equipment based on maintenance contracts, grounds maintenance based on bid for mowing of plants and tower sites, plus tree/debris removal. County facility repairs and renovations provides funding for renovation of pumping station, rehab motor pumps, roof repairs, painting, water butterfly valve replacement and routine repairs. Also funding is provided for contractual lab services, and an ARC Flash study which is a new requirement by Occupational Safety and Health Administration (OSHA) to evaluate adequacy of electrical system. A decrease for the FY 14 one-time cost to implement Cityworks. Raw water purchased from Baltimore City delivered through the Big Inch and monthly payments to the City of Havre de Grace for treating recycle water from Harford County's water plant increase based on actual current expenses.
1,220,180	1,348,500	128,320	<u>SUPPLIES AND MATERIALS</u> Based on actual expense history, delivery charges, equipment repair parts, chemicals in bulk, and diesel fuel are adjusted. Funding for uniform purchases is provided for winterwear which is purchased every other year. Laboratory supplies increase due to additional reagents for new analyzers and oil and lubricants for additional equipment as a result of the plant expansion.
42,950	60,450	17,500	<u>BUSINESS AND TRAVEL</u> Fuel charges and membership fees/dues increase based on actual expense history. Additional funding is provided for training.

PUBLIC WORKS - DIVISION OF WATER AND SEWER Bureau of Water & Sewer Operations - Water Production Index #305220, 305240, 305250, 305255, 305280, 305290

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
257,500	330,450	72,950	<u>CAPITAL OUTLAY</u> Equipment purchases planned for FY 15 include electronic process control equipment, shelving, air conditioners, air compressor, pumps, flow meters, laboratory equipment, and communication equipment and generators. A Federal Emergency Management Agency (FEMA) grant will provide 75% of the cost for the new generators.
0	620,000	620,000	<u>MISCELLANEOUS</u> Payment to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations; and 1.3 MGD of water purchased from the City and Harford County's share of operating expenses for the new solids handling facility based on terms of Intergovernmental agreement. Funding transferred from Inter-Governmental/Interfund for better accountability.
620,000	0	(620,000)	<u>INTER-GOVERNMENTAL/INTERFUND</u> Other Intergovernmental funding transferred to Payments to Other Government Agencies for Services for better accountability

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305280

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	45,367	1.00	47,181	1.00	47,181
Assistant Superintendent	1.10	96,807	1.10	100,679	1.10	100,679
Central Stores Manager	1.00	39,900	1.00	41,496	1.00	41,496
Chemist	0.50	28,630	0.50	29,774	0.50	29,774
Chief Water & Sewer	0.30	36,008	0.30	36,008	0.30	36,008
Computer System Engineer III	1.00	71,673	1.00	74,540	1.00	74,540
Instrumentation Technician	0.00	0	0.00	0	0.40	20,400 A
Laboratory Technician	1.20	50,184	1.20	52,191	1.20	52,191
Plant Operator Water/Wastewater	8.00	381,031	7.00	331,617	8.00	354,651 B
Plant Operator Trainee I Water/Wastewater	6.00	165,000	1.00	27,500	0.00	0
Plant Operator Trainee II Water/Wastewater	3.00	99,300	9.00	304,519	8.00	267,448 C
Plant Superintendent Water & Sewer	1.15	92,486	1.15	93,074	1.15	93,073
Process Engineer	1.00	86,167	1.00	89,614	1.00	89,614
Senior Electrician Water & Sewer	0.30	17,500	0.30	18,200	0.30	18,200
Senior Instrumentation Technician	0.30	18,569	0.30	19,312	0.30	19,312
Senior Laboratory Technician	1.00	47,400	1.00	49,296	1.00	49,296
Senior Plant Operator	1.00	66,268	1.00	68,920	1.00	68,920
Senior Water/Wastewater Facility Mechanic	1.15	67,980	1.15	70,818	1.15	70,818
Shift Supervisor/Plant Operations	3.00	195,003	3.00	202,805	3.00	202,802
Superintendent of Laboratories	0.10	6,541	0.10	6,803	0.10	6,803
Water/Wastewater Facility Mechanic	2.15	110,095	2.15	114,499	2.15	114,500
Water/Wastewater Facility Mechanic Trainee	1.00	33,100	1.00	33,100	1.00	33,100
FULL-TIME SALARIES	35.25	1,755,009	35.25	1,811,946	34.65	1,790,806
TEMPORARY SALARIES		19,209		0		19,209 D
SALARY TOTAL	35.25	1,774,218	35.25	1,811,946	34.65	1,810,015

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305280

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		159,679		181,194		181,001
Workers' Compensation		56,146		57,202		56,530
Health Benefits		382,385		399,155		428,091
PEHP		0		35,369		47,654
Overtime & Shift Differential		153,700		178,700		179,700
FICA		147,238		152,167		152,157
Miscellaneous		4,935		4,935		4,851
TOTAL OTHER PERSONAL SERVICES		904,083		1,008,722		1,049,984
TOTAL PERSONAL SERVICES	35.25	2,678,301 *	35.25	2,820,668	34.65	2,859,999

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) vacant Plant Operator position reclassified as an Instrumentation Technician and accounting split changed from 100% Water Production to 60% Wastewater Processing and 40% Water Production - #2637
- B - Two (2) Plant Operator Trainee II Water/Wastewater positions upgraded to Plant Operator Water/Wastewater - #1294 and #2147
- C - One (1) Plant Operator Trainee I Water/Wastewater position upgraded to Plant Operator Trainee II Water/Wastewater - #1352
- D - Temporary Salaries - provides for one (1) Water and Sewer Management Specialist (cost split with Wastewater Processing 50/50)

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Expenditures for water production	\$5,927,400	\$6,377,396	\$6,214,422	\$7,078,786	\$7,696,174
Full-time staff assigned	34.25	34.25	34.25	35.25	34.15
<u>Output:</u>					
Millions of gallons of water produced	4,249	4,147	4,413	4,657	5,124
<u>Efficiency:</u>					
Cost per million gallons produced	\$1,395	\$1,538	\$1,408	\$1,520	\$1,502
<u>Service Quality:</u>					
Federal and State goal for water turbidity	<0.3 ntu	<0.3 ntu	<.03 ntu	<0.3 ntu	<.03 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	0.050 ntu	0.053 ntu	0.058 ntu	0.050 ntu	0.050 ntu
Number of days when turbidity failed to meet standard	0	0	0	0	0
Average chlorine level	1.6 mg/l	1.6 mg/l	1.6 mg/l	1.6 mg/l	1.6 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 (NTU). Chlorine levels are measured in milligrams per liter of water. Harford County seeks to supply water that is significantly cleaner than federal and state regulations require.

Major Related Plans and Policies

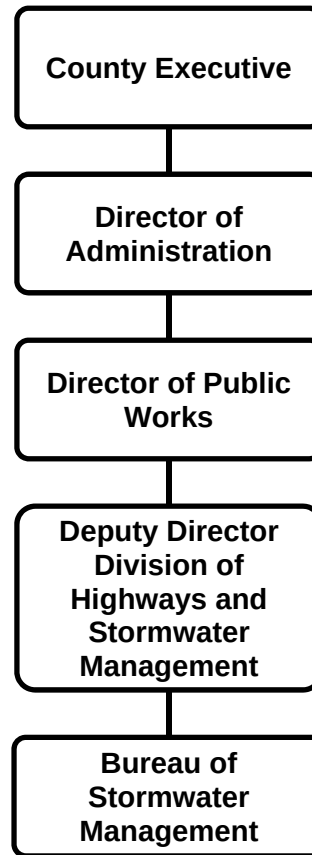
Upgrades and improvements to plants and treatment processes occur on an on-going basis.



Abingdon Water Treatment Plant

DEPARTMENT OF PUBLIC WORKS

DIVISION OF STORMWATER MANAGEMENT



PUBLIC WORKS - DIVISION OF STORMWATER MANAGEMENT

ORIGIN/PURPOSE:

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

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

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.

FY 2014 - FY 2015 GOAL:

TO IMPROVE STREAM WATER QUALITY THROUGH EFFECTIVE URBAN RUNOFF CONTROLS AND THROUGH STREAM RESTORATION PROGRAMS

PUBLIC WORKS - DIVISION OF STORMWATER MANAGEMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	0	0	1,199,026	1,159,302	1,159,302
20 CONTRACTUAL SERVICES	0	0	29,870	29,170	29,170
30 SUPPLIES & MATERIALS	0	0	10,795	10,745	10,745
40 BUSINESS AND TRAVEL	0	0	20,100	19,150	19,150
70 MISCELLANEOUS	0	0	0	80,373	80,373
80 INTER-GOVERNMENTAL/INTERFUND	0	0	200	200	200
GRAND TOTAL	0	0	1,259,991	1,298,940	1,298,940

SUMMARY BY FUND:

29 STORMWATER MANAGEMENT					
	0	0	1,259,991	1,298,940	1,298,940
	0	0	1,259,991	1,298,940	1,298,940

SUMMARY BY DIVISION:

303320 STORMWATER MANAGEMENT					
	0	0	1,259,991	1,298,940	1,298,940
GRAND TOTAL	0	0	1,259,991	1,298,940	1,298,940

PUBLIC WORKS - DIVISION OF STORMWATER MANAGEMENT

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,199,026	1,159,302	(39,724)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover, salary offset based on hours worked, and pension, health benefits and FICA adjustments.
29,870	29,170	(700)	<u>CONTRACTUAL SERVICES</u> Office equipment increase based on actual copier leases and telephone service and operating equipment decrease based on actual expenses
20,100	19,150	(950)	<u>BUSINESS AND TRAVEL</u> Vehicle maintenance decrease based on actual expense history
0	80,373	80,373	<u>MISCELLANEOUS</u> Pro rata shares for support of the General Fund administrative services

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - STORMWATER MANAGEMENT
Index #303320

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	1.00	50,365	1.00	50,365
Chief, Construction Inspector	0.00	0	1.00	73,118	0.00	0
Civil Engineer II	0.00	0	3.00	189,007	3.00	189,007
Civil Engineer III	0.00	0	1.00	92,307	1.00	92,307
Civil Engineer IV	0.00	0	1.00	113,525	1.00	113,525
Engineering Associate II	0.00	0	1.00	43,035	1.00	43,035
Engineering Associate IV	0.00	0	1.00	81,465	1.00	81,465
Engineering Associate V	0.00	0	2.00	176,182	2.00	176,182
Inspector II	0.00	0	1.00	43,900	1.00	43,900
Inspector III	0.00	0	0.00	0	1.00	61,152 A
FULL-TIME SALARIES	<u>0.00</u>	<u>0</u>	<u>12.00</u>	<u>862,904</u>	<u>12.00</u>	<u>850,938</u>
SALARY OFFSET		<u>0</u>		<u>0</u>		<u>(36,923) B</u>
SALARY TOTAL	<u><u>0.00</u></u>	<u><u>0</u></u>	<u><u>12.00</u></u>	<u><u>862,904</u></u>	<u><u>12.00</u></u>	<u><u>814,015</u></u>
OTHER PERSONAL SERVICES						
Pension & Retirement		0		86,290		85,094
Workers' Compensation		0		8,236		7,918
Health Benefits		0		173,904		185,498
FICA		0		66,012		65,097
Miscellaneous		0		1,680		1,680
TOTAL OTHER PERSONAL SERVICES		<u>0</u>		<u>336,122</u>		<u>345,287</u>
TOTAL PERSONAL SERVICES	<u><u>0.00</u></u>	<u><u>0 *</u></u>	<u><u>12.00</u></u>	<u><u>1,199,026</u></u>	<u><u>12.00</u></u>	<u><u>1,159,302</u></u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Chief, Construction Inspector position reclassified as an Inspector III - #0718

B - One (1) Civil Engineer III position offset based on hours worked - #1981

DPW - DIVISION OF STORMWATER MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To improve stream water quality through effective urban runoff controls and through stream restoration programs

Department Objective

To ensure that stormwater management facilities are inspected and functioning satisfactorily

County Goal(s) Supported

III. Efficient County Government

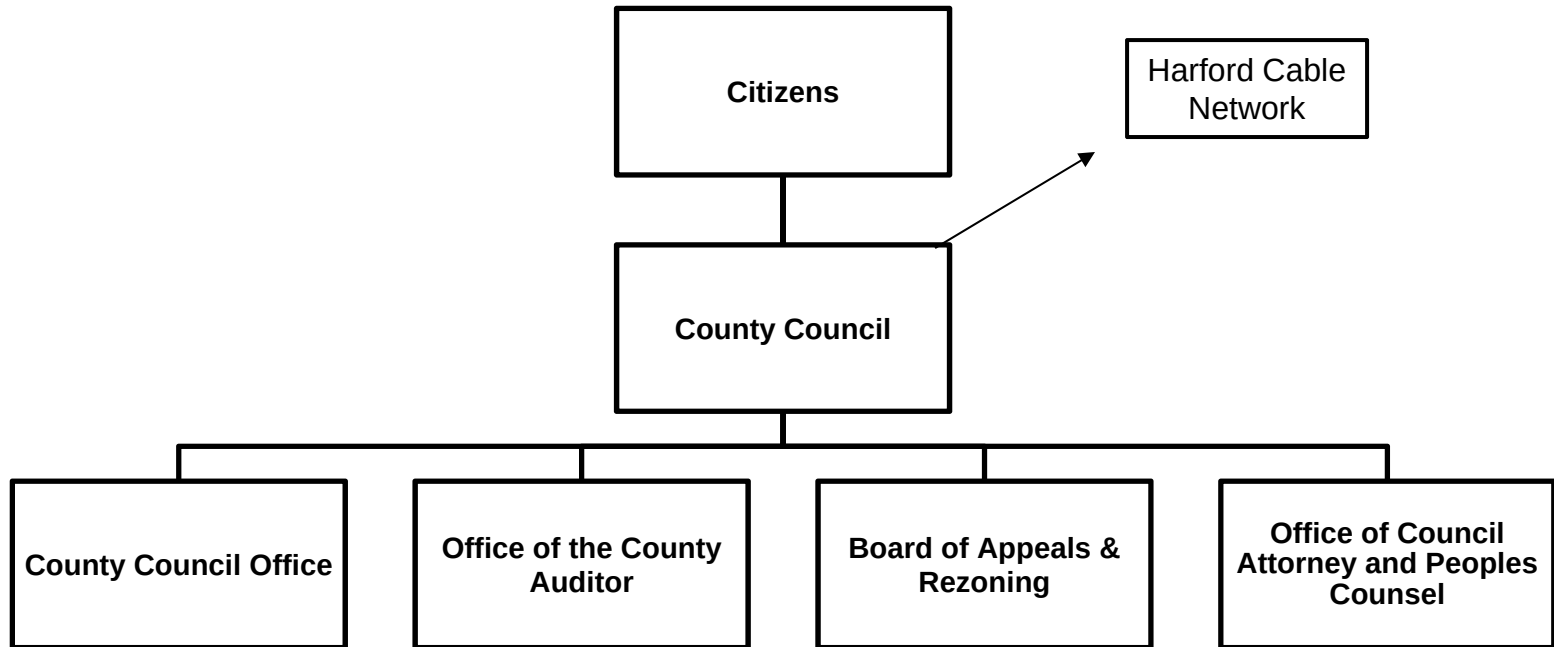
V. Environmental Stewardship

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Number of staff	0.75	1.00	1.00	1.20	1.30
Number of hours allocated	1,560	2,080	2,080	2,496	2,704
<u>Output:</u>					
Number of facilities inspected	186	402	373	445	462
<u>Efficiency:</u>					
Average number of hours per facility	8.0	5.2	5.5	5.6	5.8
<u>Service Quality:</u>					
Percentage of Facilities inspected per year	18%	37%	28%	33%	33%
<u>Outcome:</u>					
Number of facilities inspected with satisfactory rating*	168	473	352	525	600
Percentage of facilities inspected with satisfactory rating*	61%	75%	59%	75%	75%
*requires minor or no maintenance					

Explanation and Analysis of Performance Measures

Stormwater management facilities are to be maintained by the property owner or homeowners association. Maintenance inspections are completed by the County every three (3) years and reports are provided to the responsible party for necessary repairs to maintain a satisfactory rating.

COUNTY COUNCIL



COUNTY COUNCIL

ORIGIN/PURPOSE:

The County Council is the legislative branch of the Harford County Government. The Council is comprised of six Council Members and the Council President who are elected to a four-year term by the voters. The Council is responsible for enacting all County laws. The Council adopts all County Master Plans including land use, transportation, community facilities, water and sewerage, and solid waste. The Council enacts laws establishing zoning regulations and comprehensive zoning maps. The Council adopts the annual operating and capital budgets, sets the property tax rate, and authorizes bond issues. The Council appoints and oversees the annual County audit and functions of the Board of Health and the Board of Appeals. The Council has oversight of the Zoning Hearing Examiners, People's Counsel, People's Counsel Citizens Advisory Board and the Harford Cable Network. The County Council Department consists of five divisions: Council Office, Board of Appeals and Rezoning, Office of Council Attorney and the People's Counsel, Harford Cable Network, and Office of the County Auditor.

MISSION STATEMENT:

TO PROVIDE CONSTITUENT AND LEGISLATIVE SERVICES TO THE CITIZENS OF HARFORD COUNTY IN A TIMELY, EFFICIENT AND COST EFFECTIVE MANNER.

FY 2014 - FY 2015 GOALS:

TO ADHERE TO CHARTER AND CODE REQUIREMENTS IN THE OPERATION OF THE DEPARTMENT AND ITS DIVISIONS

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH CITIZENS ABOUT THE COUNCIL AND ITS DIVISIONS

TO EFFICIENTLY PROVIDE STAFF SUPPORT AND RESOURCES FOR ASSISTANCE TO COUNCIL MEMBERS, CONTRACTUAL STAFF, DIVISIONS AND THE PUBLIC

TO ENHANCE THE USE OF TECHNOLOGY IN ORDER TO BE MORE EFFICIENT AND COST EFFECTIVE

TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

COUNTY COUNCIL

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,903,076	2,113,603	2,173,480	2,298,255	2,298,255
20 CONTRACTUAL SERVICES	417,331	384,497	458,764	420,504	420,504
30 SUPPLIES AND MATERIALS	31,259	40,143	27,850	28,625	28,625
40 BUSINESS AND TRAVEL	44,428	38,102	58,380	57,120	57,120
50 CAPITAL OUTLAY	94,633	91,687	25,427	23,172	23,172
70 MISCELLANEOUS	15,900	11,810	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	0	25	0	0	0
GRAND TOTAL	<u>2,506,627</u>	<u>2,679,867</u>	<u>2,743,901</u>	<u>2,827,676</u>	<u>2,827,676</u>
<u>SUMMARY BY FUND:</u>					
11 GENERAL	<u>2,506,627</u>	<u>2,679,867</u>	<u>2,743,901</u>	<u>2,827,676</u>	<u>2,827,676</u>
GRAND TOTAL	<u>2,506,627</u>	<u>2,679,867</u>	<u>2,743,901</u>	<u>2,827,676</u>	<u>2,827,676</u>
<u>SUMMARY BY DIVISION:</u>					
401000 COUNTY COUNCIL OFFICE	1,459,855	1,349,151	1,246,382	1,305,725	1,305,725
402000 OFFICE OF THE COUNTY AUDITOR	68,935	236,207	346,582	368,915	368,915
404000 BOARD OF APPEALS & REZONING	132,880	37,864	152,120	155,304	155,304
405000 OFFICE OF COUNCIL ATTY/COUNSEL	13,035	217,242	271,016	257,161	257,161
406000 HARFORD CABLE NETWORK	727,439	739,498	727,801	740,571	740,571
407000 CULTURAL ARTS BOARD	104,483	99,905	0	0	0
GRAND TOTAL	<u>2,506,627</u>	<u>2,679,867</u>	<u>2,743,901</u>	<u>2,827,676</u>	<u>2,827,676</u>

COUNTY COUNCIL

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,173,480	2,298,255	124,775	<u>PERSONAL SERVICES</u> Net increase is the result of adding one (1) new Auditor I position funded for one-half year; increase health care costs; and additional funds for PEHP (Post Employment Health Plan) based on actual expense history.
458,764	420,504	(38,260)	<u>CONTRACTUAL SERVICES</u> Contractual legal services and financial/audit services were reduced per the request of the County Council.
27,850	28,625	775	<u>MATERIALS AND SUPPLIES</u> Net increase is the result of adjustments made for office supplies; printing and mailing costs per the request of the County Council.
58,380	57,120	(1,260)	<u>BUSINESS AND TRAVEL</u> Funds provided for membership fees and dues were adjusted per the request of the County Council
25,427	23,172	(2,255)	<u>CAPITAL OUTLAY</u> Appropriation for equipment was decreased per the request of the County Council

**DEPARTMENT STAFF SUMMARY
COUNTY COUNCIL**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	0.00	0	1.00	75,000	0.00	0
Administrative Assistant I	1.00	40,107	1.00	41,712	1.00	41,712
Administrative Specialist II	2.00	100,000	2.00	104,000	2.00	104,000
Assistant Council Administrator	1.00	75,009	1.00	0	0.00	0
Assistant Council Attorney	1.00	0	0.00	0	0.00	0
Auditor I	1.00	80,000	0.00	0	1.00	27,500
Auditor III	0.00	0	0.00	0	1.00	75,000
Broadcast Technician	2.00	66,200	1.00	34,424	1.00	35,000
Council Administrator	1.00	95,000	1.00	101,421	1.00	101,421
Council Attorney	1.00	118,000	1.00	116,480	1.00	116,480
County Auditor	1.00	90,000	1.00	90,000	1.00	90,000
Council Members	6.00	211,008	6.00	217,260	6.00	217,260
Executive Director, HCN	1.00	85,314	1.00	88,727	1.00	88,727
Legislative Aide	0.00	0	7.00	251,300	7.00	251,300
Management Assistant II	0.00	0	1.00	69,637	1.00	69,637
Policy Analyst	1.00	0	1.00	0	1.00	0
President of Council	1.00	38,575	1.00	39,718	1.00	39,718
Producer Manager, HCN	1.00	87,128	1.00	90,613	1.00	90,613
Production Supervisor, HCN	0.00	0	1.00	47,400	1.00	47,400
TOTAL FULL-TIME SALARIES	21.00	1,086,341	28.00	1,367,692	28.00	1,395,768

**DEPARTMENT STAFF SUMMARY
COUNTY COUNCIL**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES						
Coordinator, Cultural Arts Board	<u>1.00</u>	<u>51,502</u>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
TOTAL PART-TIME SALARIES	<u>1.00</u>	<u>51,502</u>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
TEMPORARY SALARIES						
	<u></u>	<u>325,766</u>	<u></u>	<u>80,766</u>	<u></u>	<u>80,766</u>
SALARY TOTAL	<u>22.00</u>	<u>1,463,609</u>	<u>28.00</u>	<u>1,448,458</u>	<u>28.00</u>	<u>1,476,534</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		121,290		133,149		139,577
Workers' Compensation		15,194		18,097		18,001
Health Benefits		423,232		377,494		463,270
PEHP		0		82,147		84,208
FICA		111,276		110,635		112,955
Miscellaneous		<u>3,780</u>		<u>3,500</u>		<u>3,710</u>
TOTAL OTHER PERSONAL SERVICES		<u>674,772</u>		<u>725,022</u>		<u>821,721</u>
TOTAL PERSONAL SERVICES	<u>22.00</u>	<u>2,138,381 *</u>	<u>28.00</u>	<u>2,173,480</u>	<u>28.00</u>	<u>2,298,255</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COUNTY COUNCIL County Council Office Index #401000

ORIGIN/PURPOSE:

The County Council Office provides administrative and general support to the Council and performs the daily functions necessary to complete legislative activities. The Council Office staff are responsible to record minutes of public hearings, and Council legislative sessions; draft legislation; and provide information to the public. The staff provide administrative and clerical support for each Council Member for constituent problems and legislative duties, while meeting all legislative requirements for state and federal reporting. This office also provides support services to several Council-appointed boards such as the People's Counsel Citizens Advisory Board, and the Harford Cable Network Board.

FY 14-FY 15 OBJECTIVES:

To legislate on behalf of the citizens of Harford County.

To comply with all Charter and Code requirements for legislative sessions, public hearings, and other Council related activities.

To promote effective communications with the citizens in order to keep the public informed about Council issues.

To improve staff efficiencies and the use of resources.

To enhance the use of technology for Council members and staff.

To provide a smooth transition for the new Council after the General Election.

COUNTY COUNCIL County Council Office Index #401000

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,160,914	1,151,607	1,154,751	1,216,549	1,216,549
20 CONTRACTUAL SERVICES	178,768	112,981	26,845	26,845	26,845
30 SUPPLIES AND MATERIALS	23,076	27,895	12,050	13,350	13,350
40 BUSINESS AND TRAVEL	38,860	27,468	43,000	41,500	41,500
50 CAPITAL OUTLAY	58,237	29,200	9,736	7,481	7,481
GRAND TOTAL	1,459,855	1,349,151	1,246,382	1,305,725	1,305,725

FUNDING SOURCE:

11 GENERAL	1,459,855	1,349,151	1,246,382	1,305,725	1,305,725

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,154,751	1,216,549	61,798	<u>PERSONAL SERVICES</u> Net increase is the result of health benefit adjustments due to staff opting for changes in level of coverage and providing pension to a position previously not eligible for pension

COUNTY COUNCIL County Council Office Index #401000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
12,050	13,350	1,300	<u>SUPPLIES AND MATERIALS</u> Office supplies and printing were adjusted based on actual expense history
43,000	41,500	(1,500)	<u>BUSINESS AND TRAVEL</u> Less funding provided for membership fees based on recommendation of the County Council
9,736	7,481	(2,255)	<u>CAPITAL OUTLAY</u> Less funding for equipment based on recommendation of the County Council

DIVISION STAFF SUMMARY
County Council Office
Index #401000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	2.00	100,000	2.00	104,000	2.00	104,000
Assistant Council Administrator	1.00	75,009	1.00	0	0.00	0 A
Council Administrator	1.00	95,000	1.00	101,421	1.00	101,421
Council Members	6.00	211,008	6.00	217,260	6.00	217,260
Legislative Aide	0.00	0	7.00	251,300	7.00	251,300
President of the Council	1.00	38,575	1.00	39,718	1.00	39,718
FULL-TIME SALARIES	11.00	519,592	18.00	713,699	17.00	713,699
TEMPORARY SALARIES		245,000		0		0
SALARY TOTAL	11.00	764,592	18.00	713,699	17.00	713,699
OTHER PERSONAL SERVICES						
Pension & Retirement		65,648		67,749		71,370
Workers' Compensation		7,902		8,059		7,886
Health Benefits		283,699		249,078		309,000
PEHP		0		59,328		57,616
FICA		58,495		54,598		54,598
Miscellaneous		2,380		2,240		2,380
TOTAL OTHER PERSONAL SERVICES		418,124		441,052		502,850
TOTAL PERSONAL SERVICES	11.00	1,182,716 *	18.00	1,154,751	17.00	1,216,549

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Assistant Council Administrator position abolished and a new Auditor I position created in Office of County Auditor - #3595

COUNTY COUNCIL
Office of the County Auditor
Index #402000

ORIGIN/PURPOSE:

The Charter provides that the County Auditor serve at the pleasure of the County Council. The Charter further provides the Council with the authority to assign functions, duties and additional personnel to the Auditor. The County Auditor is responsible for ensuring that a complete financial audit of the County is performed annually. The purpose of the Office of the County Auditor is to assist the County Council with fiscal analysis of proposed legislation, provide assistance with the evaluation of the annual budget and conduct special audits when requested by the Council or Executive as authorized under the Charter.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	60,950	229,261	239,882	285,475	285,475
20 CONTRACTUAL SERVICES	662	1,744	100,950	77,690	77,690
30 SUPPLIES AND MATERIALS	1,293	1,032	500	475	475
40 BUSINESS AND TRAVEL	180	2,623	3,250	3,275	3,275
50 CAPITAL OUTLAY	5,850	1,547	2,000	2,000	2,000
GRAND TOTAL	68,935	236,207	346,582	368,915	368,915

FUNDING SOURCE:

11 GENERAL					
	68,935	236,207	346,582	368,915	368,915

COUNTY COUNCIL
Office of the County Auditor
Index #402000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
239,882	285,475	45,593	<u>PERSONAL SERVICES</u> Increase is the net result the addition of one (1) new Auditor I position funded for one-half year and an increase in health care costs.
100,950	77,690	(23,260)	<u>CONTRACTUAL SERVICES</u> Funds for financial audit services were reduced based on actual expense history.

DIVISION STAFF SUMMARY
Office of County Auditor
Index #402000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	0.00	0	1.00	75,000	0.00	0 A
Auditor I	1.00	80,000	0.00	0	1.00	27,500 B
Auditor III	0.00	0	0.00	0	1.00	75,000
County Auditor	1.00	90,000	1.00	90,000	1.00	90,000
Policy Analyst	1.00	0	1.00	0	1.00	0 C
SALARY TOTAL	3.00	170,000	3.00	165,000	4.00	192,500
OTHER PERSONAL SERVICES						
Pension & Retirement		15,300		16,500		19,250
Workers' Compensation		391		2,567		2,629
Health Benefits		36,370		33,784		47,156
PEHP		0		9,128		8,864
FICA		13,005		12,623		14,726
Miscellaneous		280		280		350
TOTAL OTHER PERSONAL SERVICES		65,346		74,882		92,975
TOTAL PERSONAL SERVICES	3.00	235,346 *	3.00	239,882	4.00	285,475

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Accountant III position reclassified to Auditor III - #3557

B - One (1) new Auditor I position created for FY 15 and funded for 1/2 year from abolished Assistant Council Administrator position - #3595

C - One (1) Policy Analyst position remains unfunded for FY 15 - #3556

COUNTY COUNCIL Board of Appeals and Rezoning Index #404000

ORIGIN/PURPOSE:

Under the Harford County Code, the County Council constitutes the Board of Appeals. The Council appoints and employs Zoning Hearing Examiners who coordinate and conduct public hearings and render decisions on all zoning cases that are submitted as applications to the Board of Appeals. The Hearing Examiner's decision can be appealed to the County Council, sitting as the Board of Appeals for final argument.

FY 14-FY 15 OBJECTIVES:

To comply with all Charter Code requirements for the Board of Appeals activities.

To make decisions consistent with land use and zoning laws.

To continue to schedule, hear, and issue final decisions in zoning cases within a timely manner.

To promote effective communications with the citizens to keep the public informed of zoning cases.

To utilize staff, technology, and resources to effectively operate the Zoning Hearing Examiner's Office.

ALL FUND SUMMARY:

	AUDITED	AUDITED	ORIGINAL	EXECUTIVE	ENACTED
	FY 12	FY 13	BUDGET	PROPOSED	FY 15
			FY 14	FY 15	
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	100,163	0	99,120	102,589	102,589
20 CONTRACTUAL SERVICES	32,325	37,463	50,500	50,500	50,500
30 SUPPLIES AND MATERIALS	392	401	2,000	1,500	1,500
40 BUSINESS AND TRAVEL	0	0	500	715	715
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
GRAND TOTAL	<u>132,880</u>	<u>37,864</u>	<u>152,120</u>	<u>155,304</u>	<u>155,304</u>

FUNDING SOURCE:

11 GENERAL	<u>132,880</u>	<u>37,864</u>	<u>152,120</u>	<u>155,304</u>	<u>155,304</u>
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

COUNTY COUNCIL Board of Appeals and Rezoning Index #404000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
99,120	102,589	3,469	<u>PERSONAL SERVICES</u> Health Benefits are adjusted for an slight increase in cost as well as staff opting for changes in level of coverage.
2,000	1,500	(500)	<u>SUPPLIES AND MATERIALS</u> General Office Mailing funds were decreased per the request of the County Council

DIVISION STAFF SUMMARY
Board of Appeals and Rezoning
Index #404000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Management Assistant II	<u>0.00</u>	<u>0</u>	<u>1.00</u>	<u>69,637</u>	<u>1.00</u>	<u>69,637</u>
SALARY TOTAL	<u>0.00</u>	<u>0</u>	<u>1.00</u>	<u>69,637</u>	<u>1.00</u>	<u>69,637</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		0		6,964		6,964
Workers' Compensation		0		160		160
Health Benefits		0		16,892		20,361
FICA		0		5,327		5,327
Miscellaneous		<u>0</u>		<u>140</u>		<u>140</u>
TOTAL OTHER PERSONAL SERVICES		0		29,483		32,952
TOTAL PERSONAL SERVICES	<u>0.00</u>	<u>0 *</u>	<u>1.00</u>	<u>99,120</u>	<u>1.00</u>	<u>102,589</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COUNTY COUNCIL
Office of the Council Attorney and People's Counsel
Index #405000

ORIGIN/PURPOSE:

By Charter Section 224 and as amended by Bill Nos. 76-35 and 78-54, the Office of the Council Attorney shall be administered by the Council Attorney. The Council Attorney shall be the Chief Legal Advisor to the Council.

By Charter Section 224 and Bill No. 76-103, the Office of the People's Counsel, under the supervision of the Council Attorney, was established to represent the interests of the public and County in zoning matters in Harford County. The Council appointed People's Counsel Citizens Advisory Board provides guidance, makes recommendations, and directs the People's Counsel to enter zoning cases to protect public interest.

FY 14-FY 15 OBJECTIVES:

To comply with all Charter and Code requirements for People's Counsel.

To continue to represent the interests of the public by working closely with the People's Counsel Citizens Advisory Board.

To utilize staff, technology, and resources to effectively operate the People's Counsel Office.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	0	138,427	154,166	155,311	155,311
20 CONTRACTUAL SERVICES	13,035	78,672	111,400	96,400	96,400
40 BUSINESS & TRAVEL	0	143	5,450	5,450	5,450
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
GRAND TOTAL	<u>13,035</u>	<u>217,242</u>	<u>271,016</u>	<u>257,161</u>	<u>257,161</u>

FUNDING SOURCE:

11 GENERAL	<u>13,035</u>	<u>217,242</u>	<u>271,016</u>	<u>257,161</u>	<u>257,161</u>

COUNTY COUNCIL Office of the Council Attorney and People's Counsel Index #405000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
			<u>PERSONAL SERVICES</u>
154,166	155,311	1,145	Health Benefits are adjusted for anticipated cost increase as well as staff opting for changes in level of coverage
			<u>CONTRACTUAL SERVICES</u>
111,400	96,400	(15,000)	Funds for contractual legal services were decreased per the recommendation of the County Council

DIVISION STAFF SUMMARY
Office of Council Attorney/Peoples Counsel
Index #405000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Assistant Council Attorney	1.00	0	0.00	0	0.00	0
Council Attorney	<u>1.00</u>	<u>118,000</u>	<u>1.00</u>	<u>116,480</u>	<u>1.00</u>	<u>116,480</u>
SALARY TOTAL	<u>2.00</u>	<u>118,000</u>	<u>1.00</u>	<u>116,480</u>	<u>1.00</u>	<u>116,480</u>
OTHER PERSONAL SERVICES						
Pension & Retirement		10,620		11,648		11,648
Workers' Compensation		271		268		268
Health Benefits		18,185		16,892		17,864
FICA		8,333		8,738		8,911
Miscellaneous		<u>140</u>		<u>140</u>		<u>140</u>
TOTAL OTHER PERSONAL SERVICES		<u>37,549</u>		<u>37,686</u>		<u>38,831</u>
TOTAL PERSONAL SERVICES	<u>2.00</u>	<u>155,549 *</u>	<u>1.00</u>	<u>154,166</u>	<u>1.00</u>	<u>155,311</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

COUNTY COUNCIL
Harford Cable Network (HCN)
Index #406000

ORIGIN/PURPOSE:

Harford Cable Network (HCN) is a public, educational and governmental channel that functions as Harford County's community access station. HCN is dedicated to serving the growing population of Harford County, the Harford County Government, and the County's Emergency Response Center. HCN supports public and non-public education.

FY 14-FY 15 OBJECTIVES:

To significantly expand the programming and services provided by HCN, especially local programming.

To upgrade technical equipment to enhance the quality of HCN programs and make HCN digitally compatible.

To continue to work with the HCN Board and the County Council to ensure that they continue to meet the future needs of the growing population for public, education and government information.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	498,806	514,173	525,561	538,331	538,331
20 CONTRACTUAL SERVICES	188,230	147,851	169,069	169,069	169,069
30 SUPPLIES AND MATERIALS	5,895	9,967	13,300	13,300	13,300
40 BUSINESS AND TRAVEL	4,144	6,542	6,180	6,180	6,180
50 CAPITAL OUTLAY	30,364	60,940	13,691	13,691	13,691
80 INTER-GOVERNMENTAL/INTERFUND	0	25	0	0	0
GRAND TOTAL	<u>727,439</u>	<u>739,498</u>	<u>727,801</u>	<u>740,571</u>	<u>740,571</u>

FUNDING SOURCE:

11 GENERAL	<u>727,439</u>	<u>739,498</u>	<u>727,801</u>	<u>740,571</u>	<u>740,571</u>

COUNTY COUNCIL Harford Cable Network (HCN) Index #406000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
525,561	538,331	12,770	<u>PERSONAL SERVICES</u> Increase is the result of additional funds for health benefit cost and PEHP (Personal Employee Health Plan) based on actual expenditures.

DIVISION STAFF SUMMARY
Harford Cable Network
Index #406000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	1.00	41,712	1.00	41,712
Broadcast Technician	2.00	66,200	1.00	34,424	1.00	35,000 A
Executive Director, HCN	1.00	85,314	1.00	88,727	1.00	88,727
Producer Manager, HCN	1.00	87,128	1.00	90,613	1.00	90,613
Production Supervisor, HCN	0.00	0	1.00	47,400	1.00	47,400
FULL-TIME SALARIES	5.00	278,749	5.00	302,876	5.00	303,452
TEMPORARY SALARIES		80,766		80,766		80,766
SALARY TOTAL	5.00	359,515	5.00	383,642	5.00	384,218
OTHER PERSONAL SERVICES						
Pension & Retirement		25,087		30,288		30,345
Workers' Compensation		6,512		7,043		7,058
Health Benefits		65,998		60,848		68,889
PEHP		0		13,691		17,728
FICA		27,503		29,349		29,393
Miscellaneous		700		700		700
TOTAL OTHER PERSONAL SERVICES		125,800		141,919		154,113
TOTAL PERSONAL SERVICES	5.00	485,315 *	5.00	525,561	5.00	538,331

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Broadcast Technician position filled at higher salary than budgeted

COUNTY COUNCIL Cultural Arts Board (CAB) Index #407000

ORIGIN/PURPOSE:

The function of the Cultural Arts Board (CAB) was transferred to the Department of Community Services, Office of the Director per Bill 13-7 enacted March 14, 2013.

ALL FUND SUMMARY:

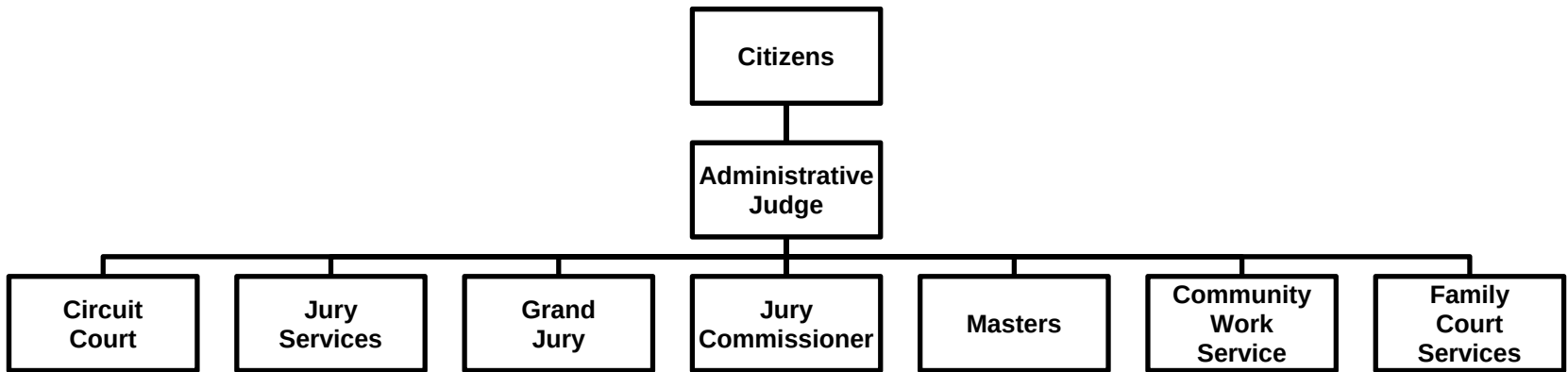
	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	82,243	80,135	0	0	0
20 CONTRACTUAL SERVICES	4,311	5,786	0	0	0
30 SUPPLIES AND MATERIALS	603	848	0	0	0
40 BUSINESS AND TRAVEL	1,244	1,326	0	0	0
50 CAPITAL OUTLAY	182	0	0	0	0
70 MISCELLANEOUS	15,900	11,810	0	0	0
GRAND TOTAL	104,483	99,905	0	0	0

FUNDING SOURCE:

11 GENERAL					
	104,483	99,905	0	0	0

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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 2014 - FY 2015 GOALS:

TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED

TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS

TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE, TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES

JUDICIAL

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,423,234	2,382,065	2,369,519	2,402,866	2,402,866
20 CONTRACTUAL SERVICES	439,443	411,465	470,294	429,350	429,350
30 SUPPLIES AND MATERIALS	65,081	80,297	67,410	81,165	81,165
40 BUSINESS AND TRAVEL	13,358	19,365	18,770	19,180	19,180
50 CAPITAL OUTLAY	1,498	18,785	0	10,600	10,600
70 MISCELLANEOUS	31,500	40,475	31,500	35,932	35,932
GRAND TOTAL	2,974,114	2,952,452	2,957,493	2,979,093	2,979,093

SUMMARY BY FUND:

11 GENERAL	2,974,114	2,952,452	2,957,493	2,979,093	2,979,093
GRAND TOTAL	2,974,114	2,952,452	2,957,493	2,979,093	2,979,093

SUMMARY BY DIVISION:

411000 CIRCUIT COURT	1,437,484	1,490,379	1,431,148	1,419,945	1,419,945
412000 JURY SERVICES	191,736	169,113	192,350	203,650	203,650
413000 GRAND JURY	12,220	10,320	11,575	12,000	12,000
414000 JURY COMMISSIONER	187,024	184,489	188,484	200,153	200,153
415000 MASTERS	230,422	226,741	224,949	231,180	231,180
416000 COMMUNITY WORK SERVICE	335,149	319,744	341,646	341,817	341,817
417000 FAMILY COURT SERVICES	580,079	551,666	567,341	570,348	570,348
GRAND TOTAL	2,974,114	2,952,452	2,957,493	2,979,093	2,979,093

SUMMARY OF BUDGET GRANTS

30,000

JUDICIAL

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,369,519	2,402,866	33,347	<u>PERSONAL SERVICES</u> Increase is the net result of funding for contractual personnel that was under professional services has been moved to temporary salaries, an increase in PEHP (Post Employment Health Plan) and salary adjustments. This was offset slightly by a decrease in pension, health benefits and staff turnover.
470,294	429,350	(40,944)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of funding for contractual personnel services moved to temporary salaries. Office equipment service has been reduced due to new equipment not needing a service contract and grant funding has been found for medical services. This was offset slightly in cell phone costs for directors and juror's fees based on actual expense history.
67,410	81,165	13,755	<u>SUPPLIES AND MATERIALS</u> Increase is the result of purchasing new child support software and hardware. Also office supplies, duplicating machine supplies, delivery charges, office mailing, and juror's meals adjusted based on actual expense history.
18,770	19,180	410	<u>BUSINESS AND TRAVEL</u> Increase is the net result of mileage and professional books adjusted based on actual expense history.
0	10,600	10,600	<u>CAPITAL OUTLAY</u> Funding is provided to purchase additional monitors, furniture for renovation of Jury assembly room and purchasing of dictating equipment.
31,500	35,932	4,432	<u>MISCELLANEOUS</u> Funding provides for PEHP (Post Employment Health Plan) for grant employee and Bar Law Library.

**DEPARTMENT STAFF SUMMARY
JUDICIAL**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	4.00	146,036	4.00	151,964	4.00	151,964
Administrative Assistant II	1.00	54,269	1.00	56,453	1.00	56,453
Assistant to Jury Commissioner	1.00	45,455	1.00	47,307	1.00	47,307
Community Work Service Case Manager	3.00	131,918	3.00	130,436	2.00	95,453
Community Work Service Counselor	0.00	0	0.00	0	1.00	47,015
Court Administrator	1.00	71,936	1.00	79,346	1.00	79,346
Court Reporter I	2.00	119,613	2.00	124,449	2.00	124,449
Court Reporter II	4.00	346,029	4.00	343,318	4.00	343,318
Criminal Assignment Clerk	1.00	45,455	1.00	47,307	1.00	47,307
Director, Community Work Svc Program	1.00	66,378	1.00	69,030	1.00	52,923
Director, Family Court Services	1.00	99,840	1.00	101,985	1.00	101,985
Evaluator/Mediator	1.00	70,668	1.00	73,515	1.00	73,515
Family Services Coordinator	1.00	54,210	1.00	54,756	1.00	54,756
Jury Commissioner	1.00	54,678	1.00	56,862	1.00	56,862
Law Clerk (Bar Member)	1.00	42,930	1.00	42,647	1.00	43,895
Secretary I (Judicial)	3.00	127,005	3.00	132,094	2.00	83,656
Secretary II (Judicial)	2.00	114,251	2.00	117,956	3.00	147,225
Secretary III (Judicial)	1.00	62,556	1.00	65,072	1.00	65,072
TOTAL FULL-TIME SALARIES	29.00	1,653,227	29.00	1,694,497	29.00	1,672,501
TEMPORARY SALARIES		0		0		45,370
SALARY TOTAL	29.00	1,653,227	29.00	1,694,497	29.00	1,717,871
OTHER PERSONAL SERVICES						
Pension & Retirement		145,176		169,450		167,086
Workers' Compensation		3,802		3,897		3,847
Health Benefits		317,799		313,222		311,825
PEHP		0		54,765		66,480
FICA		126,473		129,628		131,417
Miscellaneous		4,060		4,060		4,340
TOTAL OTHER PERSONAL SERVICES		597,310		675,022		684,995
TOTAL PERSONAL SERVICES	29.00	2,250,537 *	29.00	2,369,519	29.00	2,402,866

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

JUDICIAL
Circuit Court
Index #411000

ORIGIN/PURPOSE:

The Circuit Court of Harford County is a Court of general jurisdiction which hears and decides a wide variety of cases. On the civil side, it hears cases (1) where the amount in dispute is in excess of \$10,000 and the parties have requested a jury trial, (2) family law cases, (3) administrative appeals, and (4) numerous similar actions. On the criminal side, it hears criminal cases where a serious violation of the law is alleged and/or party has requested a jury trial.

FY 2014 - FY 2015 GOAL:

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

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,354,652	1,357,031	1,326,900	1,336,670	1,336,670
20 CONTRACTUAL SERVICES	36,523	41,755	54,973	22,550	22,550
30 SUPPLIES AND MATERIALS	33,132	50,342	33,330	44,330	44,330
40 BUSINESS AND TRAVEL	10,179	16,305	14,445	14,295	14,295
50 CAPITAL OUTLAY	1,498	18,446	0	600	600
70 MISCELLANEOUS	1,500	6,500	1,500	1,500	1,500
GRAND TOTAL	<u>1,437,484</u>	<u>1,490,379</u>	<u>1,431,148</u>	<u>1,419,945</u>	<u>1,419,945</u>

FUNDING SOURCE:

11 GENERAL	<u>1,437,484</u>	<u>1,490,379</u>	<u>1,431,148</u>	<u>1,419,945</u>	<u>1,419,945</u>

JUDICIAL
Circuit Court
Index #411000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,326,900	1,336,670	9,770	<u>PERSONAL SERVICES</u> Increase is the net result of funding for contractual personnel that was under professional services has been moved to temporary salaries, an increase in Pension and PEHP (Post Employment Health Plan) and salary adjustments. This was offset slightly by a decrease in health benefits.
54,973	22,550	(32,423)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of funding for contractual personnel services moved to temporary salaries. Office equipment services has been reduced due to new equipment not needing a service contract and grant funding has been found for medical services.
33,330	44,330	11,000	<u>SUPPLIES AND MATERIALS</u> Increase is the net result of office supplies, duplicating machine supplies, delivery charges, office mailing and other supplies and materials adjusted based on actual expense history. Funding provided to purchase new child support software and hardware.
0	600	600	<u>CAPITAL OUTLAY</u> Funding provides for the purchase of dictating equipment

DIVISION STAFF SUMMARY

Circuit Court

Index #411000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Court Administrator	1.00	71,936	1.00	79,346	1.00	79,346
Court Reporter I	2.00	119,613	2.00	124,449	2.00	124,449
Court Reporter II	4.00	346,029	4.00	343,318	4.00	343,318
Criminal Assignment Clerk	1.00	45,455	1.00	47,307	1.00	47,307
Law Clerk (Bar Member)	1.00	42,930	1.00	42,647	1.00	43,895
Secretary I (Judicial)	3.00	127,005	3.00	132,094	2.00	83,656
Secretary II (Judicial)	2.00	114,251	2.00	117,956	3.00	147,225 A
Secretary III (Judicial)	1.00	62,556	1.00	65,072	1.00	65,072
TOTAL FULL-TIME SALARIES	15.00	929,775	15.00	952,189	15.00	934,268
TEMPORARY SALARIES		0		0		27,898
SALARY TOTAL	15.00	929,775	15.00	952,189	15.00	962,166
OTHER PERSONAL SERVICES						
Pension & Retirement		83,680		95,219		96,217
Workers' Compensation		2,138		2,190		2,149
Health Benefits		161,810		170,414		164,837
PEHP		0		31,946		35,456
FICA		71,128		72,842		73,605
Miscellaneous		2,100		2,100		2,240
TOTAL OTHER PERSONAL SERVICES		320,856		374,711		374,504
TOTAL PERSONAL SERVICES	15.00	1,250,631 *	15.00	1,326,900	15.00	1,336,670

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Secretary I (Judicial) position upgraded to Secretary II (Judicial) - #2818

JUDICIAL
Jury Services
Index #412000

ORIGIN/PURPOSE:

The Maryland Constitution as well as Maryland statutory and case law provide that parties to civil cases and defendants in criminal cases are entitled to a speedy trial by an impartial jury.

The preservation of this constitutional right to jury trial is the responsibility of the Circuit Court for Harford County. The Court must ensure proper jury selection procedures and has established a jury selection plan which is approved by the Court of Appeals of Maryland. Individuals who serve on juries are given a token compensation for their services.

This budgetary account provides for costs associated with jury service, including fees and miscellaneous expenses.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	186,567	163,980	188,000	198,000	198,000
30 SUPPLIES AND MATERIALS	5,169	5,133	4,350	5,650	5,650
GRAND TOTAL	191,736	169,113	192,350	203,650	203,650

FUNDING SOURCE:

11 GENERAL	191,736	169,113	192,350	203,650	203,650

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
188,000	198,000	10,000	<u>CONTRACTUAL SERVICES</u> Juror's fees increase based on actual expense history
4,350	5,650	1,300	<u>SUPPLIES AND MATERIALS</u> Jurors meals increase based on actual expense history

**JUDICIAL
Grand Jury
Index #413000**

ORIGIN/PURPOSE:

Under Maryland law, the Grand Jury performs an important function in the administration of the criminal law. It is not a judicial body, but is an accusing body. It has been preserved as an institution necessary for the preservation of the peace, good order, and dignity of the state in bringing to trial those guilty of violations of law, and protecting people from being put on trial for frivolous, unfounded, or false accusations.

The Grand Jury's function is to investigate violations of the criminal law and this function is ordinarily accomplished by indictments or presentments. Various statutory duties are also imposed on the Grand Jury. At least once each calendar year, the Grand Jury must visit the local jail and inquire into its condition, the manner in which it is kept, and the treatment of the prisoners, and report their findings to the Court. The Grand Jury in Harford County is selected from the list of local voters. Its function is to decide whether a person suspected of committing a crime should be indicted. Evidence is presented to the Grand Jury by the State's Attorney, law enforcement officers, and witnesses. A determination is made and the indictments and/or no-bills are presented to the Circuit Court for Harford County.

The Grand Jury operating budget appropriates funding for costs associated with Grand Jury services, including fees and miscellaneous expenses.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
20 CONTRACTUAL SERVICES	12,220	10,320	11,575	12,000	12,000
GRAND TOTAL	12,220	10,320	11,575	12,000	12,000

SUMMARY BY CHARACTER:

FUNDING SOURCE:

11 GENERAL	12,220	10,320	11,575	12,000	12,000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
11,575	12,000	425	<u>CONTRACTUAL SERVICES</u> Juror's fees increase based on actual expense history

JUDICIAL
Jury Commissioner
Index #414000

ORIGIN/PURPOSE:

The Jury Commissioner is responsible for developing and maintaining procedures for random selection of Grand and Petit Jurors in accordance with applicable statutes and local jury selection plans and regulations. Additionally, the Jury Commissioner is charged with efficient and effective management of the jury selection process and oversight and control of general office administration to ensure proper selection and usage of jurors.

FY 2014 - FY 2015 GOAL:

TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS

TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	148,798	148,246	143,549	165,028	165,028
20 CONTRACTUAL SERVICES	21,719	21,050	27,574	7,125	7,125
30 SUPPLIES AND MATERIALS	16,367	15,038	17,211	17,825	17,825
40 BUSINESS AND TRAVEL	140	155	150	175	175
50 CAPITAL OUTLAY	0	0	0	10,000	10,000
GRAND TOTAL	187,024	184,489	188,484	200,153	200,153

FUNDING SOURCE:

11 GENERAL	187,024	184,489	188,484	200,153	200,153

JUDICIAL
Jury Commissioner
Index #414000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
143,549	165,028	21,479	<u>PERSONAL SERVICES</u> Increase is the net result of funding for contractual personnel services moved to temporary salaries and an increase in pension and health benefits
27,574	7,125	(20,449)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of funding contractual personnel services moved to temporary salaries. Office equipment services has been reduced based on actual expense history.
0	10,000	10,000	<u>CAPITAL OUTLAY</u> Funds provided for additional monitors and furniture for renovation of Jury assembly room

DIVISION STAFF SUMMARY
Jury Commissioner
Index #414000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Assistant to Jury Commissioner	1.00	45,455	1.00	47,307	1.00	47,307
Jury Commissioner	1.00	54,678	1.00	56,862	1.00	56,862
TOTAL FULL-TIME SALARIES	2.00	100,133	2.00	104,169	2.00	104,169
TEMPORARY SALARIES		0		0		17,472
SALARY TOTAL	2.00	100,133	2.00	104,169	2.00	121,641
OTHER PERSONAL SERVICES						
Pension & Retirement		9,012		10,417		12,164
Workers' Compensation		230		240		240
Health Benefits		17,559		15,910		16,825
PEHP		0		4,564		4,432
FICA		7,660		7,969		9,306
Miscellaneous		280		280		420
TOTAL OTHER PERSONAL SERVICES		34,741		39,380		43,387
TOTAL PERSONAL SERVICES	2.00	134,874 *	2.00	143,549	2.00	165,028

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

**JUDICIAL
Masters
Index #415000**

ORIGIN/PURPOSE:

A Master is an Attorney who is appointed by and serves at the pleasure of the Judges of the Circuit Court and who is responsible for hearing all matters referred to him by the Court. One Master hears all juvenile cases. All the Masters hear domestic cases. The duties of the Master are:

- o Conduct hearings on matters referred to them. These matters include petitions filed by the Department of Juvenile Services alleging that a child is delinquent; petitions filed by the Department of Social Services alleging that a child has been abused or neglected; and domestic relations cases.
- o Conduct hearings for family law cases referred to them
- o Record all proceedings 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 Appeals.

FY 2014 - FY 2015 GOAL:

TO REFINE AND MODIFY THE SCHEDULING AND HEARINGS OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	188,778	179,556	181,854	183,723	183,723
20 CONTRACTUAL SERVICES	5,709	7,085	5,970	5,525	5,525
30 SUPPLIES AND MATERIALS	4,591	4,795	5,625	6,000	6,000
40 BUSINESS AND TRAVEL	1,344	1,260	1,500	1,500	1,500
50 CAPITAL OUTLAY	0	70	0	0	0
70 MISCELLANEOUS	30,000	33,975	30,000	34,432	34,432
GRAND TOTAL	230,422	226,741	224,949	231,180	231,180

FUNDING SOURCE:

11 GENERAL	230,422	226,741	224,949	231,180	231,180

**JUDICIAL
Masters
Index #415000**

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
181,854	183,723	1,869	<u>PERSONAL SERVICES</u> Increase is the net result of health insurance adjustments
5,970	5,525	(445)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of copier expenses adjusted based on actual expense history
5,625	6,000	375	<u>SUPPLIES AND MATERIALS</u> Increase is the net result of office supplies and delivery charges adjusted based on actual expense history
30,000	34,432	4,432	<u>MISCELLANEOUS</u> Funds provided for PEHP (Post Employment Health Plan) for grant employee and CASA Grant at \$30,000

DIVISION STAFF SUMMARY

Masters
Index #415000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	3.00	110,351	3.00	114,836	3.00	114,836
SALARY TOTAL	3.00	110,351	3.00	114,836	3.00	114,836
OTHER PERSONAL SERVICES						
Pension & Retirement		9,932		11,484		11,484
Workers' Compensation		254		264		264
Health Benefits		35,434		36,938		39,070
PEHP		0		9,127		8,864
FICA		8,442		8,785		8,785
Miscellaneous		420		420		420
TOTAL OTHER PERSONAL SERVICES		54,482		67,018		68,887
TOTAL PERSONAL SERVICES	3.00	164,833 *	3.00	181,854	3.00	183,723

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

JUDICIAL
Community Work Service
Index #416000

ORIGIN/PURPOSE:

The Community Work Service Program (CWS), instituted on July 1, 1985, is a form of alternative sentencing imposed upon offenders by the Courts of Harford County or the Juvenile Services Administration. At the discretion of the presiding Judge, nonviolent offenders are assigned to community work service in lieu of more traditional sanctions. By performing work service, the community and the offender benefit directly. These offenders are able to "pay back" the community for the crime committed against the County; and participating private, nonprofit institutions and/or agencies, benefit from the work service performed on their behalf.

Beneficiaries of this program include Harford County Government (landfills, construction, and facilities maintenance), hospitals, churches, various volunteer fire departments and schools.

FY 2014 - FY 2015 GOAL:

TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	321,971	303,465	331,379	329,367	329,367
20 CONTRACTUAL SERVICES	10,139	13,476	6,702	7,850	7,850
30 SUPPLIES AND MATERIALS	2,695	2,452	3,150	3,450	3,450
40 BUSINESS AND TRAVEL	344	351	415	1,150	1,150
GRAND TOTAL	335,149	319,744	341,646	341,817	341,817

FUNDING SOURCE:

11 GENERAL	335,149	319,744	341,646	341,817	341,817

JUDICIAL Community Work Service Index #416000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
331,379	329,367	(2,012)	<u>PERSONAL SERVICES</u> Decrease is the net result of staff turnover, pension and health benefits adjusted offset by an increase in PEHP (Post Employment Health Plan)
6,702	7,850	1,148	<u>CONTRACTUAL SERVICES</u> Increase is the net result of rental copier and added cell phone for the director
415	1,150	735	<u>BUSINESS AND TRAVEL</u> Increase is the result of mileage adjusted based on actuals

DIVISION STAFF SUMMARY
Community Work Services
Index #416000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	35,685	1.00	37,128	1.00	37,128
Community Work Service Case Manager	3.00	131,918	3.00	130,436	2.00	95,453
Community Work Service Counselor	0.00	0	0.00	0	1.00	47,015 A
Director, Community Work Svc Program	1.00	66,378	1.00	69,030	1.00	52,923
SALARY TOTAL	5.00	233,981	5.00	236,594	5.00	232,519
OTHER PERSONAL SERVICES						
Pension & Retirement		17,443		23,659		18,550
Workers' Compensation		538		544		535
Health Benefits		45,834		47,219		45,979
PEHP		0		4,564		13,296
FICA		17,900		18,099		17,788
Miscellaneous		700		700		700
TOTAL OTHER PERSONAL SERVICES		82,415		94,785		96,848
TOTAL PERSONAL SERVICES	5.00	316,396 *	5.00	331,379	5.00	329,367

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Community Work Service Case Manager position filled as a Community Work Service Counselor - #2612

JUDICIAL
Family Court Service Division
Index #417000

ORIGIN/PURPOSE:

The role of the Social Worker is to develop, implement and direct a program that will include evaluation/mediation for parties to domestic cases who have disputes over custody, visitation and similar issues. Working directly with the parties in both individual and joint sessions, the Social Worker addresses issues that may arise such as mutual cooperation, child development, and child safety. The goal of the program is to assist parties in resolving their problems themselves instead of resorting to time consuming and unproductive court hearings. The Court also established a Facilitated Visitation Program. In cases where a claim is made that a parent has not seen a child for such a significant period that they are a stranger to the child, or there are allegations of sexual abuse, the Social Worker is retained to supervise visitation. The facilitator files a report after each visit and assists the Court in the evaluation of the case. Psychological/Psychiatric Evaluations: properly done evaluations which assist the Court in determining whether further psychological/psychiatric counseling is needed and greatly expedites any referral for such assistance.

Parenting Program: aimed at assisting single/divorced parents in understanding such areas as child development, the separation process, and the psychological aspects of divorce.

Home Studies: a qualified individual evaluates a home suitability or other physical aspects of the environment where a child will be and reports to the Court. In every case where services are needed, every attempt is made to have those service provided privately with the expenses to be paid by either parties or their medical insurance. Where this is not possible, the parties are assessed on a sliding scale basis and the monies paid into the County's General Fund.

FY 2014 - FY 2015 GOAL:

TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	409,035	393,767	385,837	388,078	388,078
20 CONTRACTUAL SERVICES	166,566	153,799	175,500	176,300	176,300
30 SUPPLIES AND MATERIALS	3,127	2,537	3,744	3,910	3,910
40 BUSINESS AND TRAVEL	1,351	1,294	2,260	2,060	2,060
50 CAPITAL OUTLAY	0	269	0	0	0
GRAND TOTAL	580,079	551,666	567,341	570,348	570,348

FUNDING SOURCE:

11 GENERAL	580,079	551,666	567,341	570,348	570,348

JUDICIAL
Family Court Service Division
Index #417000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
385,837	388,078	2,241	<u>PERSONAL SERVICES</u> Health benefit costs were adjusted for anticipated increase
175,500	176,300	800	<u>CONTRACTUAL SERVICES</u> Increase is the result of rental copier and added cell phone for the director based on actuals

DIVISION STAFF SUMMARY
Family Court Service Division
Index #417000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	54,269	1.00	56,453	1.00	56,453
Director, Family Court Services	1.00	99,840	1.00	101,985	1.00	101,985
Evaluator/Mediator	1.00	70,668	1.00	73,515	1.00	73,515
Family Services Coordinator	1.00	54,210	1.00	54,756	1.00	54,756
SALARY TOTAL	4.00	278,987	4.00	286,709	4.00	286,709
OTHER PERSONAL SERVICES						
Pension & Retirement		25,109		28,671		28,671
Workers' Compensation		642		659		659
Health Benefits		57,162		42,741		45,114
PEHP		0		4,564		4,432
FICA		21,343		21,933		21,933
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		104,816		99,128		101,369
TOTAL PERSONAL SERVICES	4.00	383,803 *	4.00	385,837	4.00	388,078

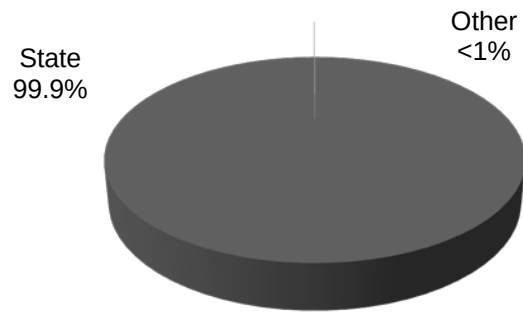
*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

FY15 Anticipated Grant Award Dollars

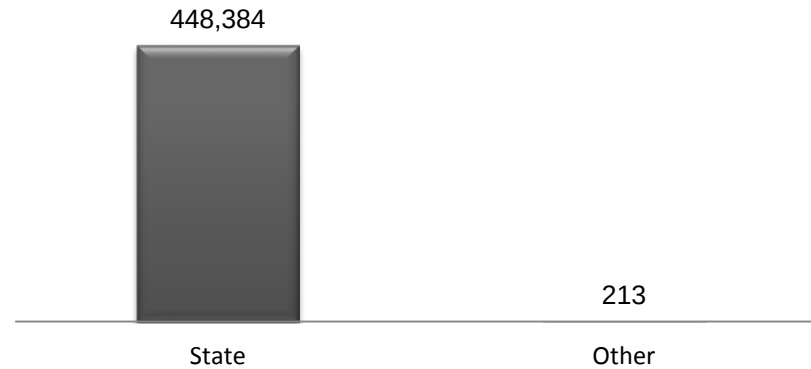
(July 1, 2014 to June 30, 2015)

JUDICIAL

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars \$448,597*



of Anticipated Grant Awards: 3

State	2
State/Other	1

Requested County Match \$30,000

*Does not include County Match or Capital Projects

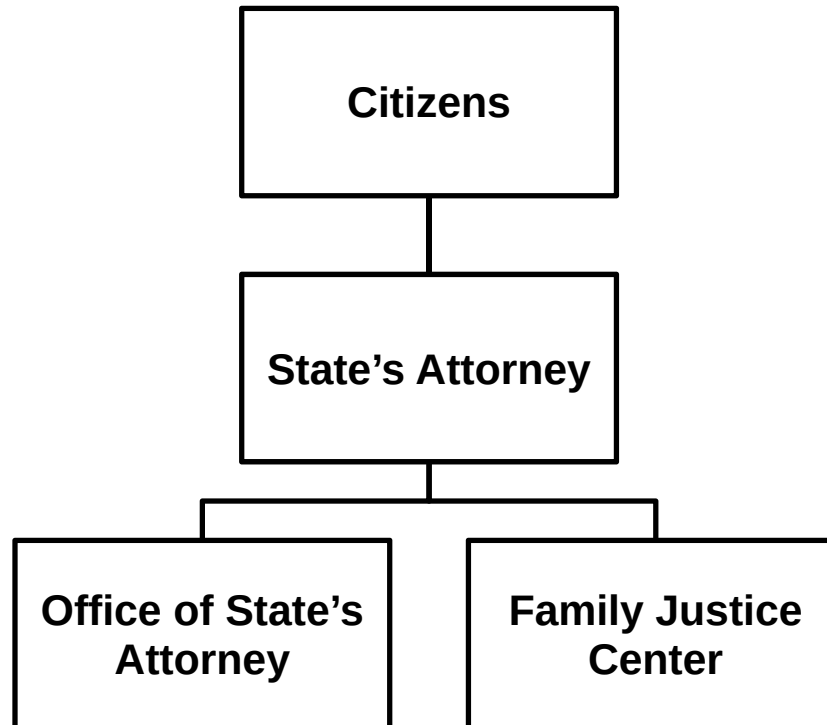
Anticipated grant funding will enable the continuation of various grant programs, including the Child Support Incentive Fund, Family Court Services, and the Access and Visitation programs. The largest grant dollars are being requested for the Family Court Services program which will fund programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups and child custody investigations.

Judicial- Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Family Court Services	This grant funds numerous programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups, and child custody investigations.		\$242,379			7/1/14-6/30/15	Recurring
CASA	This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.		\$68,805	\$0	\$30,000	7/1/14 - 6/30/15	Recurring
Access/Visitation Program	Provide access/visitation services to non-custodial parents. Goal is to develop and produce 50 visitation plans targeting separated families in which child support and access is the issue.		\$137,200	\$213		2/2015 - 1/2016	Recurring
TOTALS			\$448,384	\$213	\$30,000		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$448,597		2				

State/Other

1

OFFICE OF STATE'S ATTORNEY



STATE'S ATTORNEY

ORIGIN/PURPOSE:

The State's Attorney, created by Article V, Section 7 of the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This Office presents certain criminal cases to the Grand Jury; acts as the jury's legal advisor and provides prosecutors for the Circuit, District and Juvenile Courts. The office participates in Harford County School programs. State's Attorneys also provide basic training to the County Sheriff's Academy and in-service training programs for various law enforcement agencies.

The Office holds membership in the Harford County Task Force, the Harford County Child Advocacy Center, and the Harford County Family Justice Center. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

MISSION STATEMENT:

THE MISSION OF THE STATE'S ATTORNEY'S OFFICE IS TO SEEK JUSTICE BY ENSURING THAT THE RIGHTS OF VICTIMS AND CITIZENS AND THE PUBLIC'S SAFETY ARE OUR NUMBER ONE PRIORITY THROUGH THE FAIR, VIGOROUS AND EFFICIENT ENFORCEMENT OF THE LAW IN SEEKING JUSTICE. WE SHALL SAFEGUARD THE RIGHTS AND REPUTATION OF THE INNOCENT.

FY 2014 - FY 2015 GOALS:

TO PROVIDE THE COMMUNITY WITH A QUICK EFFECTIVE WAY TO RECOVER LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM, AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM.

TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND/OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS/HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS.

STATE'S ATTORNEY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	5,118,667	5,207,445	5,138,172	5,125,265	5,125,265
20 CONTRACTUAL SERVICES	66,089	67,354	51,109	46,569	46,569
30 SUPPLIES AND MATERIALS	49,957	50,529	49,550	53,340	53,340
40 BUSINESS AND TRAVEL	40,716	43,096	42,175	42,925	42,925
50 CAPITAL OUTLAY	1,756	8,742	0	0	0
70 MISCELLANEOUS	417,448	421,357	441,443	465,793	465,793
80 INTER-GOVERNMENTAL/INTERFUND	230	303	500	500	500
GRAND TOTAL	<u>5,694,863</u>	<u>5,798,826</u>	<u>5,722,949</u>	<u>5,734,392</u>	<u>5,734,392</u>
<u>SUMMARY BY FUND:</u>					
11 GENERAL	<u>5,694,863</u>	<u>5,798,826</u>	<u>5,722,949</u>	<u>5,734,392</u>	<u>5,734,392</u>
GRAND TOTAL	<u>5,694,863</u>	<u>5,798,826</u>	<u>5,722,949</u>	<u>5,734,392</u>	<u>5,734,392</u>
<u>SUMMARY BY DIVISION:</u>					
431000 OFFICE OF STATE'S ATTORNEY	5,425,821	5,529,979	5,452,470	5,438,237	5,438,237
432000 FAMILY JUSTICE CENTER	<u>269,042</u>	<u>268,847</u>	<u>270,479</u>	<u>296,155</u>	<u>296,155</u>
GRAND TOTAL	<u>5,694,863</u>	<u>5,798,826</u>	<u>5,722,949</u>	<u>5,734,392</u>	<u>5,734,392</u>

STATE'S ATTORNEY

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
5,138,172	5,125,265	(12,907)	<u>PERSONAL SERVICES</u> Decrease is the net result of a transfer of personnel between divisions offset by a increase in overall salary, pension, health benefits and PEHP (Post Employment Health Plan) adjustments
51,109	46,569	(4,540)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of legal service and telephone service adjusted based on actual expense history offset slightly by a increase in personnel recruitment
49,550	53,340	3,790	<u>SUPPLIES AND MATERIALS</u> Increase is the net result of general office supplies, printing, delivery charges and general office mailing adjusted based on actual expense history
42,175	42,925	750	<u>BUSINESS AND TRAVEL</u> Increase is the net result of training seminars and transportation costs adjusted based on actual expense history offset by a decrease in county owned vehicle expense's
441,443	465,793	24,350	<u>MISCELLANEOUS</u> Increase is the net result of PEHP (Post Employment Health Plan) for grant employees and Cooperative Reimbursement funding adjusted based on actual request

**DEPARTMENT STAFF SUMMARY
STATE'S ATTORNEY**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator, State's Attorney Office	1.00	90,598	1.00	95,000	1.00	95,000
Assistant State's Attorney I	3.00	163,300	8.00	433,832	4.00	211,200
Assistant State's Attorney II	10.00	655,189	6.00	411,864	8.00	522,064
Assistant State's Attorney III	10.00	959,840	11.00	981,170	12.00	1,052,570
Deputy State's Attorney	2.00	227,395	2.00	236,491	2.00	236,491
Legal Assistant I	1.00	37,300	0.00	0	0.00	0
Legal Assistant II	9.00	428,640	10.00	487,541	11.00	508,960
Legal Assistant III	2.00	120,570	2.00	127,804	2.00	127,804
Legal Clerk	4.00	113,326	2.00	56,100	5.00	137,500
Legal Specialist I	3.00	114,707	5.00	189,857	2.00	76,465
Legal Specialist II	10.00	457,796	10.00	477,702	10.00	491,613
Senior Trial Assistant	1.00	100,000	1.00	104,000	1.00	104,000
State's Attorney	1.00	110,127	1.00	112,044	1.00	126,875
SALARY TOTAL	57.00	3,578,788	59.00	3,713,405	59.00	3,690,542
OTHER PERSONAL SERVICES						
Pension & Retirement		315,553		363,786		361,499
Workers' Compensation		10,940		11,263		11,571
Health Benefits		669,059		684,972		687,786
PEHP		0		73,018		84,208
FICA		272,028		283,468		281,399
Miscellaneous		7,980		8,260		8,260
TOTAL OTHER PERSONAL SERVICES		1,275,560		1,424,767		1,434,723
TOTAL PERSONAL SERVICES	57.00	4,854,348 *	59.00	5,138,172	59.00	5,125,265

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

STATE'S ATTORNEY OFFICE
Office of State's Attorney
Index #431000

ORIGIN/PURPOSE:

The State's Attorney, created by the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This office presents certain criminal cases to the Grand Jury, acts as the jury's legal advisors, and provides prosecutors for the Circuit, District, and Juvenile Courts. The Office participates in Harford County School programs and also provides basic training to the County Sheriff's Academy and in-service training for various law enforcement agencies.

The Office holds membership in the Harford County Narcotics Task Force. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

FY 2014 - FY 2015 GOAL:

TO PROVIDE THE COMMUNITY WITH A QUICK EFFECTIVE WAY TO RECOVER LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	4,870,045	4,958,989	4,889,503	4,850,920	4,850,920
20 CONTRACTUAL SERVICES	60,192	60,595	44,949	40,349	40,349
30 SUPPLIES AND MATERIALS	37,391	37,997	35,400	39,250	39,250
40 BUSINESS AND TRAVEL	38,832	41,996	40,675	41,425	41,425
50 CAPITAL OUTLAY	1,683	8,742	0	0	0
70 MISCELLANEOUS	417,448	421,357	441,443	465,793	465,793
80 INTER-GOVERNMENTAL/INTERFUND	230	303	500	500	500
GRAND TOTAL	<u>5,425,821</u>	<u>5,529,979</u>	<u>5,452,470</u>	<u>5,438,237</u>	<u>5,438,237</u>

FUNDING SOURCE:

11 GENERAL	<u>5,425,821</u>	<u>5,529,979</u>	<u>5,452,470</u>	<u>5,438,237</u>	<u>5,438,237</u>

STATE'S ATTORNEY OFFICE
Office of State's Attorney
Index #431000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
4,889,503	4,850,920	(38,583)	<u>PERSONAL SERVICES</u> Decrease is the net result of a transfer of personnel between divisions, turnover, pension and health benefits adjustments, offset slightly by a increase in PEHP (Post Employment Health Plan) and salary adjustments
44,949	40,349	(4,600)	<u>CONTRACTUAL SERVICES</u> Decrease is the result of legal services and telephone service adjusted based on actual expense history
35,400	39,250	3,850	<u>SUPPLIES AND MATERIALS</u> Increase is the result of general office supplies, printing, delivery charges and general office mailing adjusted based on actual expense history
40,675	41,425	750	<u>BUSINESS AND TRAVEL</u> Increase is the net result of training seminars and transportation costs adjusted based on actuals offset by a decrease in county owned vehicle expenses
441,443	465,793	24,350	<u>MISCELLANEOUS</u> Increase is the net result of PEHP (Post Employment Health Plan) for grant employees and Cooperative Reimbursement funding adjusted based on actual request

DIVISION STAFF SUMMARY
Office of State's Attorney
Index #431000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator, State's Attorney Office	1.00	90,598	1.00	95,000	1.00	95,000
Assistant State's Attorney I	3.00	163,300	8.00	433,832	4.00	211,200
Assistant State's Attorney II	10.00	655,189	6.00	411,864	8.00	522,064 A
Assistant State's Attorney III	10.00	959,840	11.00	981,170	12.00	1,052,570 B
Deputy State's Attorney	2.00	227,395	2.00	236,491	2.00	236,491
Legal Assistant I	1.00	37,300	0.00	0	0.00	0
Legal Assistant II	9.00	428,640	10.00	487,541	11.00	508,960 C
Legal Assistant III	2.00	120,570	2.00	127,804	2.00	127,804
Legal Clerk	3.00	82,500	2.00	56,100	4.00	110,000 D
Legal Specialist I	3.00	114,707	4.00	152,557	2.00	76,465
Legal Specialist II	7.00	325,552	7.00	339,770	7.00	339,770
Senior Trial Assistant	1.00	100,000	1.00	104,000	1.00	104,000
State's Attorney	1.00	110,127	1.00	112,044	1.00	126,875 E
SALARY TOTAL	53.00	3,415,718	55.00	3,538,173	55.00	3,511,199
OTHER PERSONAL SERVICES						
Pension & Retirement		300,877		346,263		343,565
Workers' Compensation		10,565		10,860		11,159
Health Benefits		623,761		652,553		629,842
PEHP		0		63,891		79,776
FICA		259,553		270,063		267,679
Miscellaneous		7,420		7,700		7,700
TOTAL OTHER PERSONAL SERVICES		1,202,176		1,351,330		1,339,721
TOTAL PERSONAL SERVICES	53.00	4,617,894 *	55.00	4,889,503	55.00	4,850,920

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - Three (3) Assistant State's Attorney I positions upgraded to Assistant State's Attorney II - #0549, #0564 and #0556

B - One (1) Assistant State's Attorney II position upgraded to Assistant State's Attorney III - #2679

C - One (1) Legal Specialist I position upgraded to Legal Assistant II - #3020

One (1) vacant Legal Assistant II position transferred to Family Justice Center and reclassified as a Legal Clerk - #2622

One (1) Legal Specialist I position transferred from Family Justice Center and reclassified as a Legal Assistant II - #3507

D - One (1) Assistant State's Attorney I position filled as a Legal Clerk - #3668

One (1) vacant Legal Specialist I position filled as a Legal Clerk - #0550

E - State's Attorney increase per CPI and possible passage of Senate Bill #475

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$235	\$249	\$249	\$249	\$249
Number of staff hours	11	11	11	11	11
<u>Output:</u>					
Amount of restitution recovered	\$24,182	\$18,921	\$15,663	\$15,000	\$17,000
<u>Efficiency:</u>					
Amount of restitution recovered per dollar spent	\$102.90	\$75.99	\$62.90	\$60.24	\$68.27
<u>Service Quality:</u>					
Percent of clients satisfied with services	91%	91%	90%	92%	93%
<u>Outcome:</u>					
Percent of bad checks recovered without court intervention	24%	24%	23%	25%	24%

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.

STATE'S ATTORNEY OFFICE
Family Justice Center
Index #432000

ORIGIN/PURPOSE:

The Harford County Family Justice Center is designed to be a victim-centered case management project between Sexual Assault/Sexual Abuse Resource Center, Inc. (SARC), the Harford County Sheriff's Office (HCSO) and the Harford County State's Attorney's Office (SAO). All three disciplines unite their efforts toward the common goal of holding domestic violence offenders accountable and allowing victims to break the cycle of violence.

The Child Advocacy Center (CAC) is also housed in the Family Justice Center. This multi-disciplinary team is comprised of staff from the State's Attorney's Office, Department of Social Services and the Harford County Sheriff's Office. Their responsibility is to investigate allegations of sexual child abuse and assault, to assess and protect the child and to provide services and resources for the abused child and his/her family.

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 2014 - FY 2015 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.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	248,622	248,456	248,669	274,345	274,345
20 CONTRACTUAL SERVICES	5,897	6,759	6,160	6,220	6,220
30 SUPPLIES AND MATERIALS	12,566	12,532	14,150	14,090	14,090
40 BUSINESS AND TRAVEL	1,884	1,100	1,500	1,500	1,500
50 CAPITAL OUTLAY	73	0	0	0	0
GRAND TOTAL	269,042	268,847	270,479	296,155	296,155

FUNDING SOURCE:

11 GENERAL	269,042	268,847	270,479	296,155	296,155

STATE'S ATTORNEY OFFICE
Family Justice Center
Index #432000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
248,669	274,345	25,676	<u>PERSONAL SERVICES</u> Increase is the net result of staff turnover, pension and health benefits adjustments offset slightly by a decrease in PEHP (Post Employment Health Plan) along with a transfer of personnel between divisions

DIVISION STAFF SUMMARY
Family Justice Center
Index #432000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Legal Clerk	1.00	30,826	0.00	0	1.00	27,500 A
Legal Specialist I	0.00	0	1.00	37,300	0.00	0 B
Legal Specialist II	3.00	132,244	3.00	137,932	3.00	151,843
SALARY TOTAL	4.00	163,070	4.00	175,232	4.00	179,343
OTHER PERSONAL SERVICES						
Pension & Retirement		14,676		17,523		17,934
Workers' Compensation		375		403		412
Health Benefits		45,298		32,419		57,944
PEHP		0		9,127		4,432
FICA		12,475		13,405		13,720
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		73,384		73,437		95,002
TOTAL PERSONAL SERVICES	4.00	236,454 *	4.00	248,669	4.00	274,345

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Legal Assistant II position transferred from Office of State's Attorney and reclassified as a Legal Clerk - #2622

B - One (1) Legal Specialist I position transferred to Office of State's Attorney and reclassified as a Legal Assistant II - #3507

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 90%.

County Goal(s) Supported

I. Public Safety

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated *	\$180,908	\$193,299	\$186,040	\$197,165	\$195,462
Number of staff	12	12	12	12	12
<u>Output:</u>					
Number of investigations referred to the Child Advocacy Center	581	668	395	690	420
<u>Efficiency:</u>					
Amount spent per investigation	\$311.37	\$289.37	\$470.99	\$285.75	\$465.39
<u>Service Quality:</u>					
Percent of families served by the Child Advocacy Center that are satisfied by the services	88%	89%	89%	90%	90%
<u>Outcome:</u>					
Percent of investigations resulting in timely closure	93%	93%	92%	94%	93%

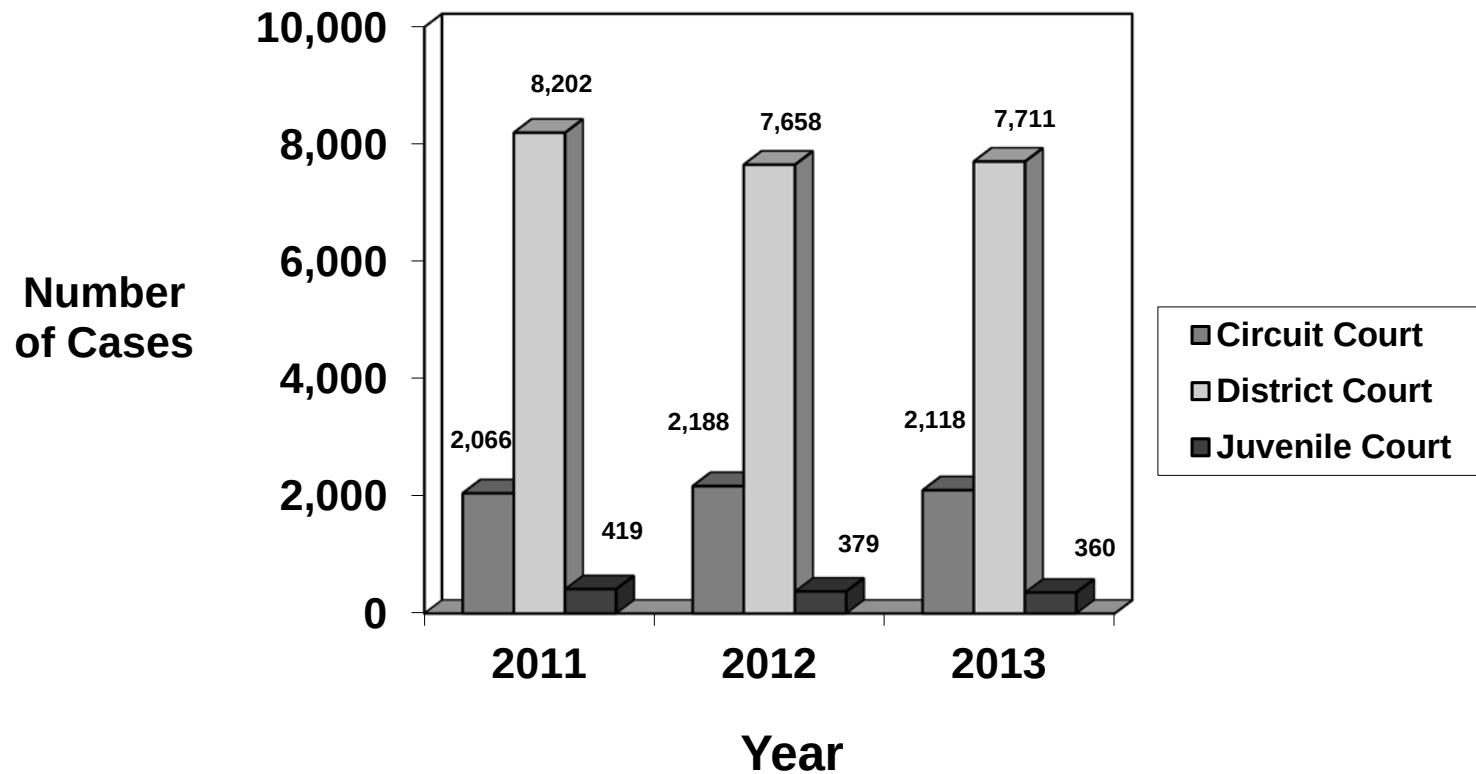
Explanation and Analysis of Performance Measures

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.

OFFICE OF THE STATE'S ATTORNEY

Number of Criminal Cases Filed



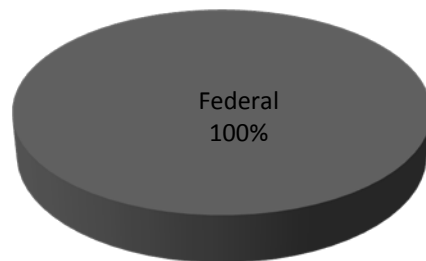
FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

OFFICE OF STATE'S ATTORNEY

% of Anticipated Grant Dollars by Funder

Anticipated Grant Award Dollars \$804,294*



804,294



Federal

of Anticipated Grant Awards: 3

Federal 3

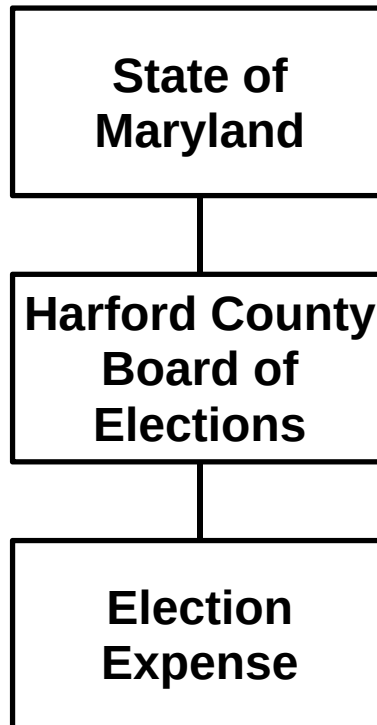
Requested County Match \$448,065

*Does not include County Match or Capital Projects

Anticipated Federal grant funds will assist in supporting the State of Maryland Department of Human Resources - Dept. of Social Services Child Support Program's efforts in establishing and collecting child support by providing legal representation through the court system. Other Federal funding includes funding for specialized training, equipment and services to improve the investigation and prosecution of child sexual assault and abuse cases, as well as federal funding for technological advancements, equipment enhancements and training improvements.

Office of State's Attorney - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Cooperative Agreement	This grant is to support the State of Maryland Department of Human Resources - Dept of Social Services Child Support Program efforts in establishing and collecting child support by providing legal representation through the court system.	\$782,794			\$448,065	10/1/14 - 9/30/15	Recurring
Child Advocacy Ctr	To fund specialized training, equipment and services to improve upon investigation and prosecution of child sexual assault and abuse cases.	\$9,000				1/1/15-12/31/15	Recurring
Investigative Enhancement	The grant funds will provide for technological advancements, equipment enhancements and training improvements at the CAC.	\$12,500				9/1/14-9/30/15	One-Time
TOTALS		\$804,294	\$0	\$0	\$448,065		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$804,294	3	0				

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 2014 - FY 2015 GOAL:

TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ELECTIONS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	227,809	254,776	217,817	220,089	220,089
20 CONTRACTUAL SERVICES	533,823	561,048	653,720	704,200	704,200
30 SUPPLIES AND MATERIALS	114,212	164,415	481,730	485,980	485,980
40 BUSINESS AND TRAVEL	24,733	26,599	33,480	29,370	29,370
50 CAPITAL OUTLAY	0	0	24,000	24,000	24,000
70 MISCELLANEOUS	540,328	584,584	599,600	614,600	614,600
80 INTER-GOVERNMENTAL/INTERFUND	1,224	3,188	2,000	3,000	3,000
GRAND TOTAL	<u>1,442,129</u>	<u>1,594,610</u>	<u>2,012,347</u>	<u>2,081,239</u>	<u>2,081,239</u>

SUMMARY BY FUND:

11 GENERAL	<u>1,442,129</u>	<u>1,594,610</u>	<u>2,012,347</u>	<u>2,081,239</u>	<u>2,081,239</u>
GRAND TOTAL	<u>1,442,129</u>	<u>1,594,610</u>	<u>2,012,347</u>	<u>2,081,239</u>	<u>2,081,239</u>

SUMMARY BY DIVISION:

481000	HC BOARD OF ELECTIONS	932,623	1,004,360	1,304,247	1,335,239	1,335,239
482000	ELECTION EXPENSE	<u>509,506</u>	<u>590,250</u>	<u>708,100</u>	<u>746,000</u>	<u>746,000</u>
GRAND TOTAL		<u>1,442,129</u>	<u>1,594,610</u>	<u>2,012,347</u>	<u>2,081,239</u>	<u>2,081,239</u>

ELECTIONS

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
217,817	220,089	2,272	<u>PERSONAL SERVICES</u> Increase for PEHP (Post Employment Health Plan), health benefits and overtime adjustments are offset by a decrease in temporary salaries due to reorganization of staffing and a reduction of temporary staff ineligible for pension benefits in FY 15
653,720	704,200	50,480	<u>CONTRACTUAL SERVICES</u> Current contract agreements for postage meter and folder tabber, court fees and telephone service are adjusted based on actual expense history. Also, Early Voting sites increase from three (3) to four (4) sites requiring additional election officials to cover the added site. The increases is offset slightly due to the State picking up the expense of voting equipment delivery and poll surveys being conducted by staff in FY 15 in an effort to reduce costs.
481,730	485,980	4,250	<u>SUPPLIES & MATERIALS</u> Increase is the result of an additional Early Voting site in FY 15 offset by a decrease for office supplies in an effort to reduce costs
33,480	29,370	(4,110)	<u>BUSINESS & TRAVEL</u> Training and related travel expenses for the Certified Elections/Registration Administrator (CERA) program is not funded in FY 15 in an effort to reduce costs
599,600	614,600	15,000	<u>MISCELLANEOUS</u> Reimbursement to the State for the salary/fringe costs of eleven State election employees increases for salary adjustments for the Director and Deputy Director as recommended by the State Board of Elections State Administrator
2,000	3,000	1,000	<u>INTERGOVERNMENTAL</u> Rental of an additional van is needed due to fourth Early Voting site

ELECTIONS Harford County Board of Elections Index #481000

ORIGIN/PURPOSE:

The Harford County Board of Elections index contains funds covering voter education, voter registration (which includes registration, names/address updates, and the day-to-day expenses of the office).

FY 2014 - FY 2015 GOAL:

TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	227,809	254,776	217,817	220,089	220,089
20 CONTRACTUAL SERVICES	80,016	57,475	43,320	66,250	66,250
30 SUPPLIES AND MATERIALS	61,907	83,325	389,730	387,730	387,730
40 BUSINESS AND TRAVEL	22,563	24,200	29,780	22,570	22,570
50 CAPITAL OUTLAY	0	0	24,000	24,000	24,000
70 MISCELLANEOUS	540,328	584,584	599,600	614,600	614,600
GRAND TOTAL	932,623	1,004,360	1,304,247	1,335,239	1,335,239

FUNDING SOURCE:

11 GENERAL	932,623	1,004,360	1,304,247	1,335,239	1,335,239

ELECTIONS Harford County Board of Elections Index #481000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
217,817	220,089	2,272	<u>PERSONAL SERVICES</u> Increase for PEHP (Post Employment Health Plan), health benefits and overtime adjustments are offset by a decrease in temporary salaries due to reorganization of staffing and a reduction of temporary staff ineligible for pension benefits in FY 15
43,320	66,250	22,930	<u>CONTRACTUAL SERVICES</u> Increase is the result of current contract agreements for postage meter and folder tabber, court fees and telephone service based on actual expense history
389,730	387,730	(2,000)	<u>SUPPLIES & MATERIALS</u> Office supplies decrease in an effort to reduce costs in FY 15
29,780	22,570	(7,210)	<u>BUSINESS & TRAVEL</u> Training and related travel expenses for the Certified Elections/Registration Administrator (CERA) program is not funded in FY 15 in an effort to reduce costs, mileage reimbursement decrease is based on actual expense history
599,600	614,600	15,000	<u>MISCELLANEOUS</u> Reimbursement to the State for the salary/fringe costs of eleven State election employees increases for salary adjustments for the Director and Deputy Director as recommended by the State Board of Elections State Administrator

DIVISION STAFF SUMMARY
HARFORD COUNTY BOARD OF ELECTIONS
Index #481000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>174,970</u>		<u>178,404</u>		<u>175,000</u>
SALARY TOTAL		<u><u>174,970</u></u>		<u><u>178,404</u></u>		<u><u>175,000</u></u>
OTHER PERSONAL SERVICES						
Pension		10,740		13,709		5,625
Overtime		6,825		11,200		13,500
Health Benefits		0		0		2,400
PEHP		0		0		8,864
FICA		13,907		14,504		14,420
Other		<u>0</u>		<u>0</u>		<u>280</u>
TOTAL OTHER PERSONAL SERVICES		<u>31,472</u>		<u>39,413</u>		<u>45,089</u>
TOTAL PERSONAL SERVICES		<u><u>206,442 *</u></u>		<u><u>217,817</u></u>		<u><u>220,089</u></u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

ELECTIONS Election Expense Index #482000

ORIGIN/PURPOSE:

The Election Expense index reflects those fluctuating expenditures associated with election cycles. Direct election expenses are budgeted within this index. These expenses include: ballots and voter authority cards, absentee postage, funds for poll workers and precinct costs, and fees for mandatory State-sponsored meetings. Based on the type and number of elections in any given year, funds are made available by the County government to ensure successful results.

In addition, expenses include storage, maintenance and preparation of the current voting equipment and personnel to support these efforts.

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	453,807	503,573	610,400	637,950	637,950
30 SUPPLIES AND MATERIALS	52,305	81,090	92,000	98,250	98,250
40 BUSINESS AND TRAVEL	2,170	2,399	3,700	6,800	6,800
80 INTER-GOVERNMENTAL/INTERFUND	1,224	3,188	2,000	3,000	3,000
GRAND TOTAL	509,506	590,250	708,100	746,000	746,000

FUNDING SOURCE:

11 GENERAL	509,506	590,250	708,100	746,000	746,000

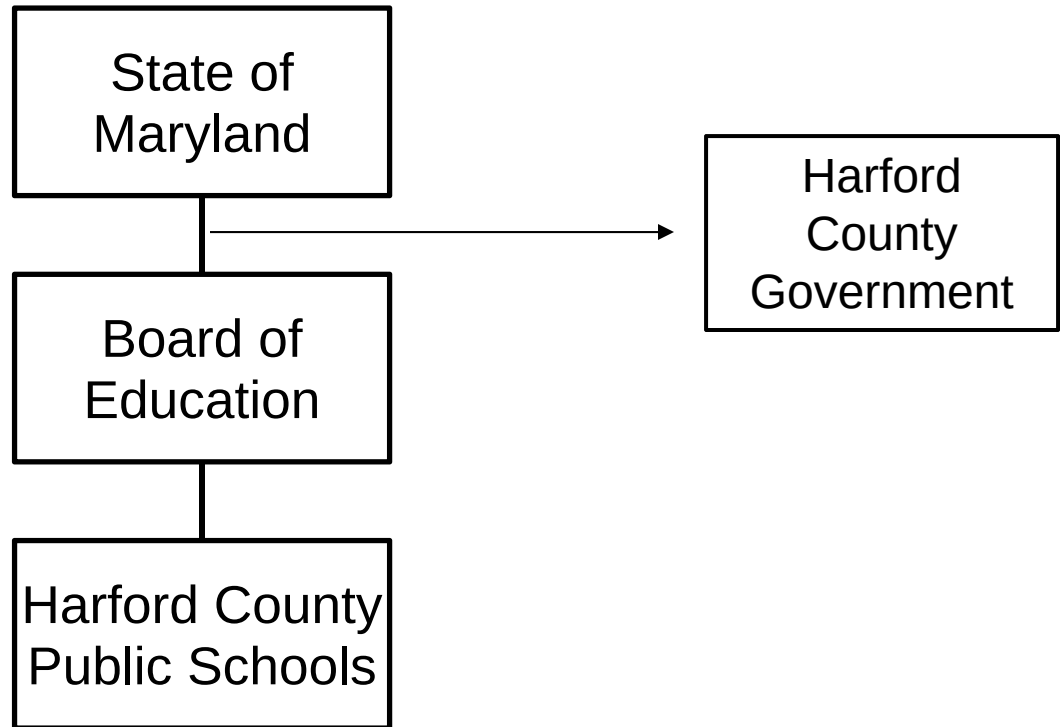
ELECTIONS Election Expense Index #482000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
610,400	637,950	27,550	<u>CONTRACTUAL SERVICES</u> As a result of Early Voting increasing from the current three (3) to four (4) sites, additional election officials will be required to cover the additional site. This increase is offset slightly as a result of the State picking up the delivery costs of voting equipment and poll surveys being conducted by staff in an effort to reduce costs.
92,000	98,250	6,250	<u>SUPPLIES & MATERIALS</u> Office supplies and commercial printing increase due to the additional Early Voting site
3,700	6,800	3,100	<u>BUSINESS & TRAVEL</u> Mileage reimbursement expenses increase due to the rate change, actual expense history, and additional support staff eligible for reimbursement due to the additional Early Voting site
2,000	3,000	1,000	<u>INTERGOVERNMENTAL</u> Rental of an additional van is needed due to fourth Early Voting site

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BOARD OF EDUCATION



HARFORD COUNTY BOARD OF EDUCATION

ORIGIN/PURPOSE:

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

33	Elementary Schools
9	Middle Schools
9	Comprehensive High Schools
1	Technical High School
1	John Archer public special education school serving students with disabilities
1	Alternative Education Program
54	<i>Total number of schools</i>

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 15 BOARD OF EDUCATION OPERATING FUNDING:

	FY 14 APPROVED BUDGET	FY 15 ENACTED BUDGET	\$ CHANGE
County	221,300,729	223,667,302	2,366,573
State - Unrestricted	194,167,270	194,044,183	(123,087)
Federal - Unrestricted	390,000	390,000	0
Other - Unrestricted	5,497,754	3,335,928	(2,161,826)
	<u>421,355,753</u>	<u>421,437,413</u>	<u>81,660</u>
 Fund Balance	 <u>6,100,000</u>	 <u>5,533,875</u>	 <u>(566,125)</u>
 Total Unrestricted Funds	 427,455,753	 426,971,288	 (484,465)
 State - Restricted	 9,779,886	 10,638,533	 858,647
Federal - Restricted	18,121,117	18,584,751	463,634
Other - Restricted	186,629	188,168	1,539
	<u>28,087,632</u>	<u>29,411,452</u>	<u>1,323,820</u>
 Total Restricted Funds	 <u>28,087,632</u>	 <u>29,411,452</u>	 <u>1,323,820</u>
 Total Funding	 <u>455,543,385</u>	 <u>456,382,740</u>	 <u>839,355</u>

COUNTY FUNDING

FY 14	FY 15	CHANGE
221,300,729	223,667,302	2,366,573

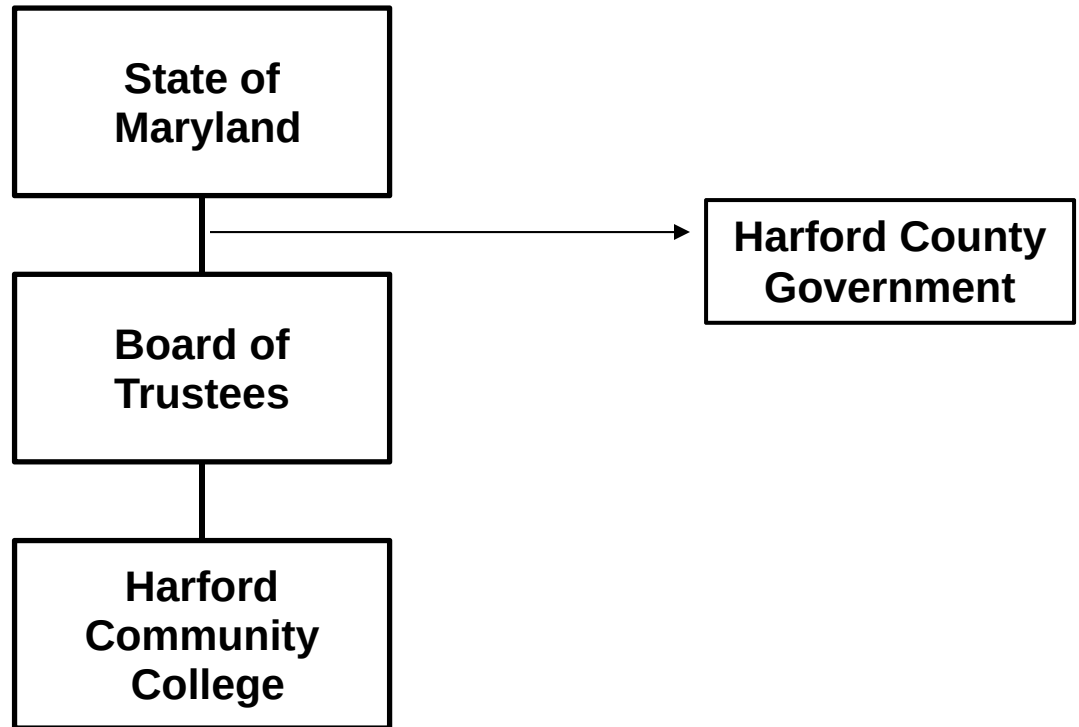
The FY 15 Maintenance of Effort level decreased as a result of lower enrollment. The required Maintenance of Effort level, less the State mandated contribution for teachers pensions, is \$214,118,279. Harford County funded \$2,073,348 over maintenance of effort. Pursuant to SB 1301-2012, additional funds are provided for the State mandated contribution to teacher pensions in the amount of \$466,573. Total State mandated County contribution to teachers pensions for FY 13, FY 14 and FY 15 is \$7,475,675. In addition to the required teachers pension contribution, Harford County has provided an additional \$1,900,000 for Instructional Salaries to supplement the loss of State revenue.

HARFORD COUNTY BOARD OF EDUCATION

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
	<u>SUMMARY BY CHARACTER</u>					
70	MISCELLANEOUS	<u>217,972,155</u>	<u>219,821,368</u>	<u>221,300,729</u>	<u>223,667,302</u>	<u>223,667,302</u>
	GRAND TOTAL	<u><u>217,972,155</u></u>	<u><u>219,821,368</u></u>	<u><u>221,300,729</u></u>	<u><u>223,667,302</u></u>	<u><u>223,667,302</u></u>
	<u>SUMMARY BY FUND</u>					
11	GENERAL	<u>217,972,155</u>	<u>219,821,368</u>	<u>221,300,729</u>	<u>223,667,302</u>	<u>223,667,302</u>
	GRAND TOTAL	<u><u>217,972,155</u></u>	<u><u>219,821,368</u></u>	<u><u>221,300,729</u></u>	<u><u>223,667,302</u></u>	<u><u>223,667,302</u></u>
	<u>SUMMARY BY DIVISION</u>					
541000	PUBLIC SCHOOLS	<u>217,972,155</u>	<u>219,821,368</u>	<u>221,300,729</u>	<u>223,667,302</u>	<u>223,667,302</u>
	GRAND TOTAL	<u><u>217,972,155</u></u>	<u><u>219,821,368</u></u>	<u><u>221,300,729</u></u>	<u><u>223,667,302</u></u>	<u><u>223,667,302</u></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 of Applied Technical and Professional Studies degrees, as well as many certificate programs.

MISSION STATEMENT

HARFORD COMMUNITY COLLEGE PROVIDES HIGH QUALITY, ACCESSIBLE AND AFFORDABLE EDUCATIONAL OPPORTUNITIES AND SERVICES - INCLUDING UNIVERSITY TRANSFER, CAREER, DEVELOPMENTAL AND CONTINUING EDUCATION PROGRAMS THAT PROMOTE PROFESSIONAL COMPETENCE, ECONOMIC DEVELOPMENT, AND IMPROVE THE QUALITY OF LIFE IN A MULTICULTURAL COMMUNITY.

FY 2014 - FY 2015 GOAL AND 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.

To address the four-fold elements of the comprehensive community college

To address the recommendations of Middle States Accreditation

To expect the campus community to share the accountability for excellence in learning in all areas of instruction and services

To comply fully with Maryland Higher Education Commission (MHEC) regulations

HARFORD COMMUNITY COLLEGE

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
	<u>SUMMARY BY CHARACTER</u>					
70	MISCELLANEOUS	14,961,612	14,961,612	14,961,612	14,961,612	14,961,612
	GRAND TOTAL	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	<u>SUMMARY BY FUND</u>					
11	GENERAL	14,961,612	14,961,612	14,961,612	14,961,612	14,961,612
	GRAND TOTAL	<u>14,961,612</u>	<u>14,961,612</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	14,961,612	14,961,612	14,961,612	14,961,612	14,961,612
	GRAND TOTAL	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>

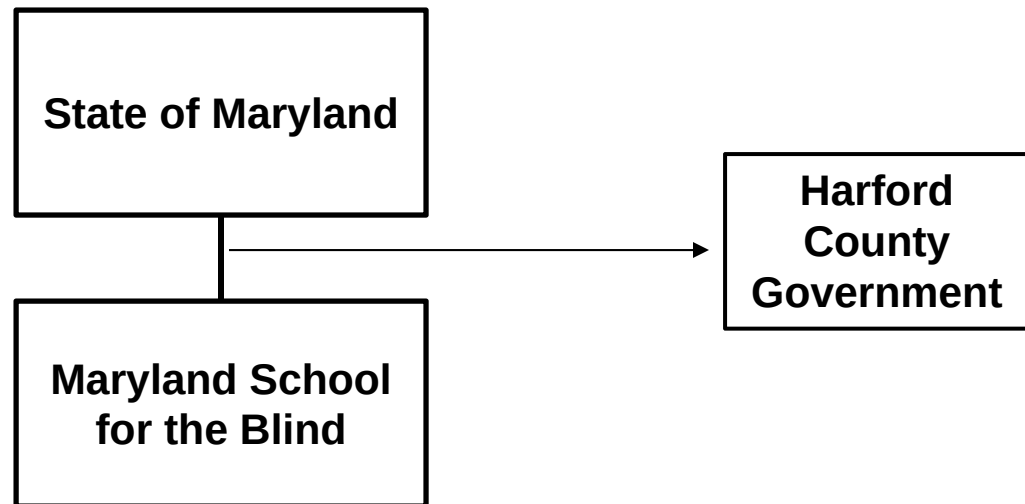
FINANCIAL NOTES:

FY 14	FY 15	CHANGE	
14,961,612	14,961,612	0	No change in funding for FY 15



*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 and 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 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 STATEMENT

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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
	<u>SUMMARY BY CHARACTER</u>					
70	MISCELLANEOUS	71,250	53,288	80,000	80,000	80,000
	GRAND TOTAL	<u>71,250</u>	<u>53,288</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
	<u>SUMMARY BY FUND</u>					
11	GENERAL	71,250	53,288	80,000	80,000	80,000
	GRAND TOTAL	<u>71,250</u>	<u>53,288</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
	<u>SUMMARY BY DIVISION</u>					
571000	MARYLAND SCHOOL FOR THE BLIND	71,250	53,288	80,000	80,000	80,000
	GRAND TOTAL	<u>71,250</u>	<u>53,288</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>

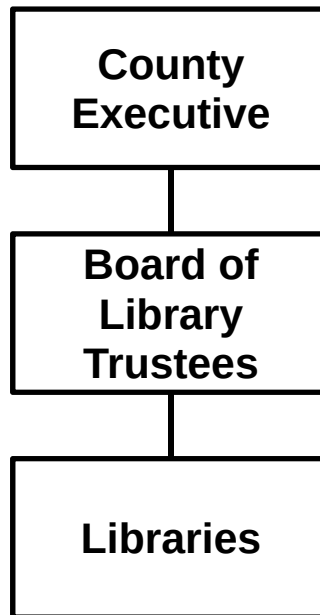
FINANCIAL NOTES:

FY 14	FY 15	CHANGE

The Educational 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.

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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 2014 - FY 2015 GOALS AND OBJECTIVES

TO HAVE A CULTURE WHERE INNOVATION IS THE NORM

Decrease cultural barriers to innovation

Increase the number of innovative internal methods and practices

Increase the number of innovation customer-focused programs and services

TO PROVIDE CUSTOMIZED SERVICES TO TARGETED AUDIENCES IN THE COMMUNITY

Increase support to school-aged children and teens

Improve library service to populations new to Harford County

Enhance the services we provide to our online community

Increase library access and resources for commuters

LIBRARIES

FY 2014 - FY 2015 GOALS AND OBJECTIVES (cont'd)

TO USE ADVOCACY, PARTNERSHIPS, AND FUNDRAISING INITIATIVES TO INCREASE RESOURCES IN SUPPORT OF INNOVATIVE STRATEGIES

Increase key decision makers' level of understanding about Library initiatives and issues

Increase contributions to the Library from business partners within the community

Improve cooperation between the Library and HCPL Foundation to support fundraising efforts

Improve collaboration among HCPL Foundation, Friends groups, and the Library to support Friends efforts

Increase funding to support strategic objectives

TO MEET CUSTOMER TECHNOLOGY NEEDS BY PROVIDING THE LATEST TECHNOLOGY AND TRAINING

Increase understanding of library customers' technology needs

Increase the library's knowledge and use of innovative technologies

Increase the organization's effectiveness in training staff in new and existing technologies

Increase customer usage of new and existing technologies

TO HELP THE COMMUNITY UNDERSTAND AND VALUE THE INNOVATIVE SERVICES PROVIDED BY HCPL

Increase in-house understanding of Marketing's role as an integral part of library service delivery

Increase advertising, publicity, and promotional efforts for library main events and improve library positioning in the community

Improve the quality of HCPL marketing materials

Increase funding for marketing

LIBRARIES

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER</u>						
20	CONTRACTUAL SERVICES	0	22,477	21,121	0	0
70	MISCELLANEOUS	15,692,144	16,032,189	16,137,189	16,137,189	16,137,189
	GRAND TOTAL	<u>15,692,144</u>	<u>16,054,666</u>	<u>16,158,310</u>	<u>16,137,189</u>	<u>16,137,189</u>
<u>SUMMARY BY FUND</u>						
11	GENERAL	15,962,144	16,054,666	16,158,310	16,137,189	16,137,189
	GRAND TOTAL	<u>15,962,144</u>	<u>16,054,666</u>	<u>16,158,310</u>	<u>16,137,189</u>	<u>16,137,189</u>
<u>SUMMARY BY DIVISION</u>						
581000	COUNTY LIBRARIES	15,692,144	16,054,666	16,158,310	16,137,189	16,137,189
	GRAND TOTAL	<u>15,692,144</u>	<u>16,054,666</u>	<u>16,158,310</u>	<u>16,137,189</u>	<u>16,137,189</u>

FINANCIAL NOTES:

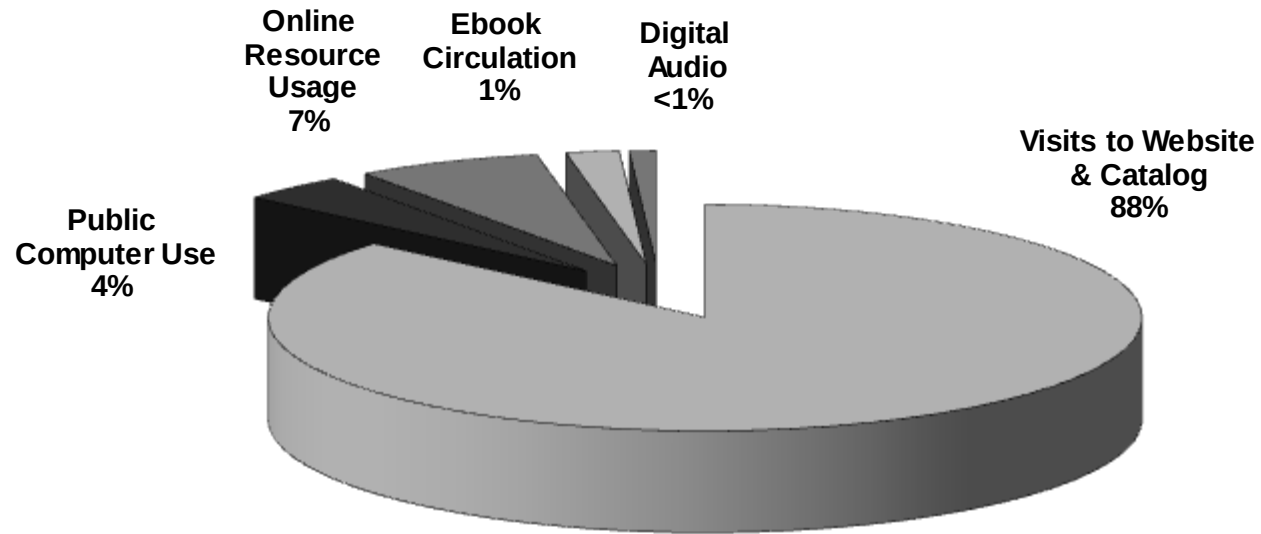
FY 14	FY 15	CHANGE
21,121	0	(21,121)
16,137,189	16,137,189	0

These funds provide for self-insurance (auto, general, and property) - no funds appropriated for FY 15

Payments to Other Gov't Agencies - no increase in funding for FY 15

HARFORD COUNTY PUBLIC LIBRARIES

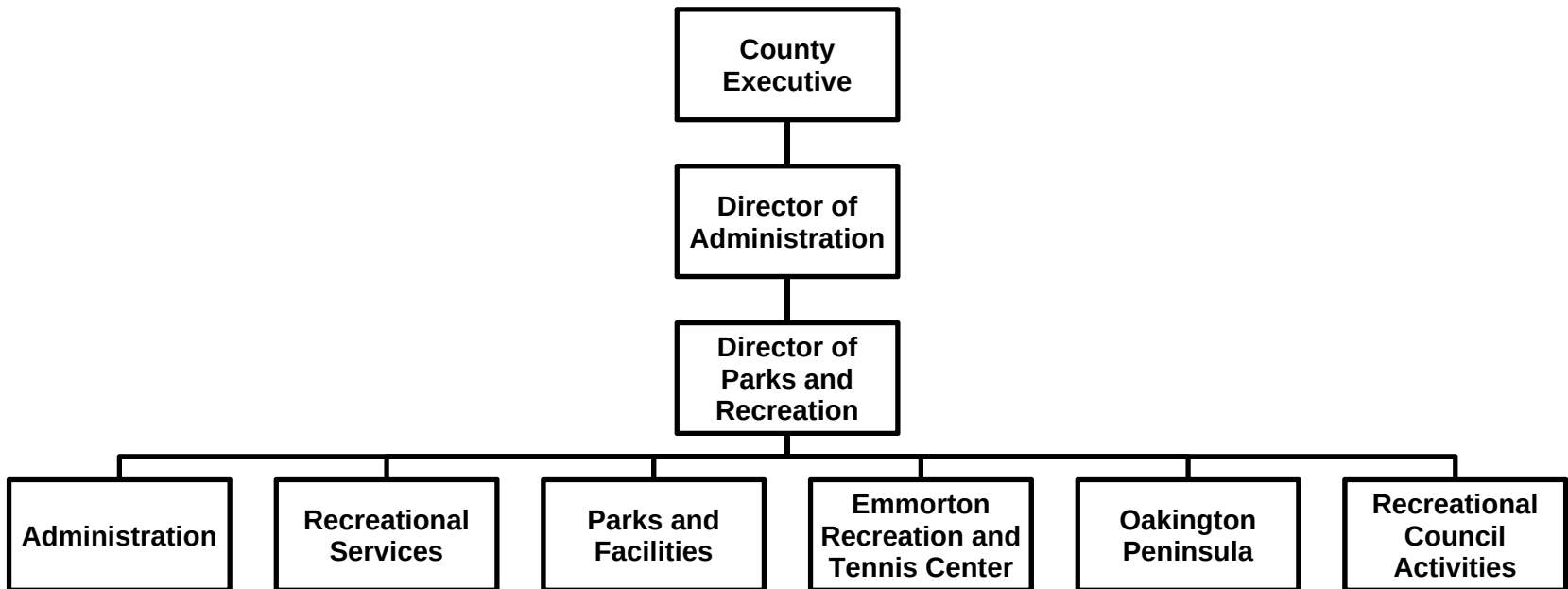
2013 Virtual Library Visits





Havre de Grace Library

DEPARTMENT OF PARKS AND RECREATION



PARKS AND RECREATION

ORIGIN/PURPOSE:

The Department of Parks and Recreation was formed under Harford County Charter, Article IV, Section 402 (Amended by Bill No. 88-35), Section 409 and 410. Parks and Recreation is divided into four primary areas of responsibility: **Administration, Facilities & Operations, Recreational Services, and Capital Planning & Development.** 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 Advisory Board and interested volunteers serving on 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 after school and weekend programs. The partnerships created by these agreements prove essential as recreation needs are demonstrated and accommodated.

The Governmental Accounting Standards Board (GASB) is the authority that sets consistent accounting standards for state and local governments. In order to comply with GASB Statement No. 34, legislation was passed by the Harford County Council in 2001 to establish a Parks and Recreation Special Revenue Fund to measure and report costs for certain activities provided by the Department where fees are charged. The following Parks and Recreation accounts manage recreation/leisure services that qualifies under this Fund: Emmorton Tennis and Recreation Center, Oakington Peninsula, and Recreational Council Special Activities.

MISSION STATEMENT:

TO ENHANCE THE LIVES OF ALL OUR CITIZENS BY PROVIDING A DIVERSIFIED MENU OF LEISURE OPPORTUNITIES; TO ACQUIRE AND PROTECT COUNTY OPEN SPACE; TO DEVELOP, OPERATE AND MANAGE ADEQUATE PUBLIC RECREATION FACILITIES; AND TO ADHERE TO A STRONG ENVIRONMENTAL ETHIC

FY 2014 - FY 2015 GOALS:

TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE

TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE RECREATIONAL NEEDS OF COMMUNITIES BY CREATING A VARIETY OF LEISURE PROGRAMS

TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS TO MEET THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS

TO OPERATE A MULTIFUNCTIONAL RECREATION AND LEISURE FACILITY

TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY

PARKS AND RECREATION

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	7,965,300	8,077,534	8,027,395	8,046,446	8,046,446
20 CONTRACTUAL SERVICES	1,417,967	1,504,046	1,788,730	1,692,256	1,692,256
30 SUPPLIES AND MATERIALS	411,398	413,763	457,640	419,585	419,585
40 BUSINESS AND TRAVEL	367,812	373,755	358,170	372,740	372,740
50 CAPITAL OUTLAY	211,471	192,490	38,000	73,000	73,000
70 MISCELLANEOUS	72,330	288,547	124,938	138,266	138,266
80 INTER-GOVERNMENTAL/INTERFUND	0	0	200	0	0
GRAND TOTAL	10,446,278	10,850,135	10,795,073	10,742,293	10,742,293

SUMMARY BY FUND:

11 GENERAL	9,663,268	10,007,002	9,910,840	9,783,470	9,783,470
26 PARKS AND RECREATION	783,010	843,133	884,233	958,823	958,823
GRAND TOTAL	10,446,278	10,850,135	10,795,073	10,742,293	10,742,293

SUMMARY BY DIVISION:

GENERAL FUND:

591000	ADMINISTRATION	821,270	919,599	782,077	928,417	928,417
593000	RECREATIONAL SERVICES	2,689,887	2,862,924	2,779,120	2,434,699	2,434,699
595000	PARKS & FACILITIES	6,152,111	6,224,479	6,349,643	6,420,354	6,420,354

PARKS AND RECREATION FUND:

593002	EMMORTON REC & TENNIS CTR	284,814	328,218	291,189	386,996	386,996
593003	OAKINGTON PENINSULA	319,375	326,387	406,331	368,305	368,305
593004	RECREATIONAL COUNCIL ACTIVITIES	178,821	188,528	186,713	203,522	203,522

GRAND TOTAL	10,446,278	10,850,135	10,795,073	10,742,293	10,742,293

SUMMARY OF GRANT BUDGETS

44,038

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - GENERAL FUND</u>						
Administrative Assistant I	3.00	131,558	0.00	0	2.00	80,303
Administrative Assistant II	11.00	570,334	14.00	734,077	13.00	681,230
Administrative Secretary II	1.00	62,167	1.00	64,654	1.00	64,654
Administrative Specialist II	1.00	61,339	1.00	63,793	1.00	63,793
Chief of Parks and Facilities	1.00	0	0.00	0	0.00	0
Chief of Parks and Recreation	1.00	104,624	1.00	99,922	1.00	99,922
Civil Engineer III	1.00	86,167	1.00	89,614	2.00	181,919
Crew Chief	3.00	150,475	3.00	156,494	3.00	110,838
Crew Leader I	7.00	265,232	6.00	240,862	6.00	241,420
Crew Leader II	1.00	47,101	2.00	87,777	2.00	87,777
Custodial Worker II	13.00	449,066	13.00	464,861	13.00	464,861
Deputy Director, Parks and Recreation	0.00	0	0.00	0	1.00	81,000
Director, Parks and Recreation	1.00	115,000	1.00	119,600	1.00	119,600
Engineering Associate V	1.00	67,080	1.00	69,763	1.00	69,763
Equipment Repair Specialist	0.00	0	3.00	167,783	3.00	167,783
Maintenance Mechanic I	2.00	77,039	1.00	37,089	1.00	37,089
Maintenance Mechanic II	3.00	166,962	4.00	220,113	4.00	220,113
Maintenance Supervisor	2.00	137,995	2.00	143,514	2.00	143,514
Maintenance Worker I	11.00	323,822	12.00	406,939	9.00	272,476
Maintenance Worker II	9.00	255,402	7.00	233,003	10.00	350,609
Management Assistant II	1.00	60,340	1.00	62,754	1.00	62,754
Park Building Maintenance Worker	5.00	178,191	5.00	185,319	5.00	194,785
Planner III	1.00	61,829	1.00	64,302	0.00	0
Recreation Specialist I	1.00	34,320	0.00	0	0.00	0
Recreation Specialist II	0.00	0	1.00	39,900	0.00	0
Recreation Specialist III	4.00	191,466	1.00	47,400	2.00	94,800
Recreation Specialist IV	1.00	52,800	1.00	52,800	1.00	52,800
Recreation Specialist V	12.50	901,489	15.50	1,061,790	14.50	1,004,090

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - GENERAL FUND</u>						
Utility Worker I	3.00	153,646	0.00	0	0.00	0
Utility Worker II	<u>1.00</u>	<u>46,500</u>	<u>1.00</u>	<u>48,360</u>	<u>1.00</u>	<u>48,360</u>
FULL-TIME SALARIES	101.50	4,751,944	99.50	4,962,483	100.50	4,996,253
SALARY OFFSET	<u> </u>	<u>(28,850)</u>	<u> </u>	<u>(30,004)</u>	<u> </u>	<u>(60,998)</u>
TOTAL FULL-TIME SALARIES	101.50	4,723,094	99.50	4,932,479	100.50	4,935,255
PART-TIME SALARIES						
Custodial Worker II	<u>2.50</u>	<u>55,742</u>	<u>2.00</u>	<u>57,447</u>	<u>2.00</u>	<u>57,447</u>
TOTAL PART-TIME SALARIES	2.50	55,742	2.00	57,447	2.00	57,447
TEMPORARY SALARIES	<u> </u>	<u>275,738</u>	<u> </u>	<u>235,477</u>	<u> </u>	<u>220,610</u>
SUB-TOTAL P & R - GENERAL FUND	<u><u>104.00</u></u>	<u><u>5,054,574 *</u></u>	<u><u>101.50</u></u>	<u><u>5,225,403</u></u>	<u><u>102.50</u></u>	<u><u>5,213,312</u></u>

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - SPECIAL REVENUE FUND</u>						
Administrative Specialist II	0.00	0	1.00	60,668	1.00	60,668
Community Resources Coordinator	1.00	58,335	0.00	0	0.00	0
Custodial Worker II	1.00	37,953	1.00	39,471	1.00	39,471
Recreation Specialist V	0.50	45,752	0.50	47,582	0.50	47,582
TOTAL FULL-TIME SALARIES	2.50	142,040	2.50	147,721	2.50	147,721
TEMPORARY SALARIES		180,637		177,840		137,000
SUB-TOTAL P & R SPECIAL REVENUE	2.50	322,677	2.50	325,561	2.50	284,721
OTHER PERSONAL SERVICES						
Pension & Retirement		466,492		531,110		531,154
Workers' Compensation		148,227		150,347		146,779
Health Benefits		1,221,481		1,197,848		1,237,897
PEHP		0		93,556		119,796
Overtime & Shift Differential		72,558		59,803		71,676
FICA		416,249		428,857		425,921
Miscellaneous		15,050		14,910		15,190
TOTAL OTHER PERSONAL SERVICES		2,340,057		2,476,431		2,548,413

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - DEPARTMENT TOTALS</u>						
TOTAL FULL-TIME SALARIES	104.00	4,893,984	102.00	5,110,204	103.00	5,143,974
TOTAL SALARY OFFSET		(28,850)		(30,004)		(60,998)
TOTAL PART-TIME SALARIES	2.50	55,742	2.00	57,447	2.00	57,447
TEMPORARY SALARIES		456,375		413,317		357,610
TOTAL OTHER PERSONAL SERVICES		2,340,057		2,476,431		2,548,413
PARKS AND RECREATION SALARY TOTALS	<u>106.50</u>	<u>7,717,308 *</u>	<u>104.00</u>	<u>8,027,395</u>	<u>105.00</u>	<u>8,046,446</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited Amounts

PARKS AND RECREATION

GENERAL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTEDS FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	7,522,280	7,659,912	7,582,802	7,647,751	7,647,751
20 CONTRACTUAL SERVICES	1,146,097	1,148,029	1,470,820	1,331,086	1,331,086
30 SUPPLIES & MATERIALS	372,492	367,578	397,575	357,120	357,120
40 BUSINESS AND TRAVEL	366,635	372,604	354,005	368,575	368,575
50 CAPITAL OUTLAY	183,434	170,332	0	0	0
70 MISCELLANEOUS	72,330	288,547	105,438	78,938	78,938
80 INTER-GOV'T/INTER-FUND EXPENSES	0	0	200	0	0

GRAND TOTAL	9,663,268	10,007,002	9,910,840	9,783,470	9,783,470

SUMMARY BY FUND:

11 GENERAL	9,663,268	10,007,002	9,910,840	9,783,470	9,783,470

GRAND TOTAL	9,663,268	10,007,002	9,910,840	9,783,470	9,783,470

SUMMARY BY DIVISION:

591000	ADMINISTRATION	821,270	919,599	782,077	928,417	928,417
593000	RECREATIONAL SERVICES	2,689,887	2,862,924	2,779,120	2,434,699	2,434,699
595000	PARKS & FACILITIES	6,152,111	6,224,479	6,349,643	6,420,354	6,420,354

GRAND TOTAL	9,663,268	10,007,002	9,910,840	9,783,470	9,783,470

SUMMARY OF GRANT BUDGETS	44,038

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - GENERAL FUND</u>						
Administrative Assistant I	3.00	131,558	0.00	0	2.00	80,303
Administrative Assistant II	11.00	570,334	14.00	734,077	13.00	681,230
Administrative Secretary II	1.00	62,167	1.00	64,654	1.00	64,654
Administrative Specialist II	1.00	61,339	1.00	63,793	1.00	63,793
Chief of Parks and Facilities	1.00	0	0.00	0	0.00	0
Chief of Parks and Recreation	1.00	104,624	1.00	99,922	1.00	99,922
Civil Engineer III	1.00	86,167	1.00	89,614	2.00	181,919
Crew Chief	3.00	150,475	3.00	156,494	3.00	110,838
Crew Leader I	7.00	265,232	6.00	240,862	6.00	241,420
Crew Leader II	1.00	47,101	2.00	87,777	2.00	87,777
Custodial Worker II	13.00	449,066	13.00	464,861	13.00	464,861
Deputy Director, Parks and Recreation	0.00	0	0.00	0	1.00	81,000
Director, Parks and Recreation	1.00	115,000	1.00	119,600	1.00	119,600
Engineering Associate V	1.00	67,080	1.00	69,763	1.00	69,763
Equipment Repair Specialist	0.00	0	3.00	167,783	3.00	167,783
Maintenance Mechanic I	2.00	77,039	1.00	37,089	1.00	37,089
Maintenance Mechanic II	3.00	166,962	4.00	220,113	4.00	220,113
Maintenance Supervisor	2.00	137,995	2.00	143,514	2.00	143,514
Maintenance Worker I	11.00	323,822	12.00	406,939	9.00	272,476
Maintenance Worker II	9.00	255,402	7.00	233,003	10.00	350,609
Management Assistant II	1.00	60,340	1.00	62,754	1.00	62,754
Park Building Maintenance Worker	5.00	178,191	5.00	185,319	5.00	194,785
Planner III	1.00	61,829	1.00	64,302	0.00	0
Recreation Specialist I	1.00	34,320	0.00	0	0.00	0
Recreation Specialist II	0.00	0	1.00	39,900	0.00	0
Recreation Specialist III	4.00	191,466	1.00	47,400	2.00	94,800
Recreation Specialist IV	1.00	52,800	1.00	52,800	1.00	52,800
Recreation Specialist V	12.50	901,489	15.50	1,061,790	14.50	1,004,090

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - GENERAL FUND</u>						
Utility Worker I	3.00	153,646	0.00	0	0.00	0
Utility Worker II	1.00	46,500	1.00	48,360	1.00	48,360
FULL-TIME SALARIES	101.50	4,751,944	99.50	4,962,483	100.50	4,996,253
SALARY OFFSET		(28,850)		(30,004)		(60,998)
TOTAL FULL-TIME SALARIES	101.50	4,723,094	99.50	4,932,479	100.50	4,935,255
PART-TIME SALARIES						
Custodial Worker II	2.50	55,742	2.00	57,447	2.00	57,447
TOTAL PART-TIME SALARIES	2.50	55,742	2.00	57,447	2.00	57,447
TEMPORARY SALARIES		275,738		235,477		220,610
SALARY TOTAL P & R - GENERAL FUND	104.00	5,054,574	101.50	5,225,403	102.50	5,213,312
OTHER PERSONAL SERVICES						
Pension & Retirement		444,936		505,838		507,877
Workers' Compensation		143,831		145,828		142,260
Health Benefits		1,156,428		1,149,869		1,191,341
PEHP		0		88,992		115,364
Overtime & Shift Differential		58,443		49,304		59,676
FICA		390,484		403,148		403,221
Miscellaneous		14,420		14,420		14,700
TOTAL OTHER PERSONAL SERVICES		2,208,542		2,357,399		2,434,439
TOTAL PERSONAL SERVICES	104.00	7,263,116 *	101.50	7,582,802	102.50	7,647,751

*FY 13 Salaries and Other Personal Services are Enacted not Audited Amounts

PARKS AND RECREATION
Administration
Index #591000

ORIGIN/PURPOSE:

The Office of the Director, with advice and counsel from staff and Advisory Board, establishes and interprets policy and provide support services for the various divisions within the department.

These services include budget management, purchasing, personnel, coordination of departmental and divisional activities, and networking at the administrative level with other State and County agencies, community groups, and elected officials.

FY 2014 - FY 2015 GOAL:

TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	801,331	793,432	737,627	908,967	908,967
20 CONTRACTUAL SERVICES	12,711	9,545	13,335	13,335	13,335
30 SUPPLIES AND MATERIALS	2,182	1,910	2,240	2,240	2,240
40 BUSINESS AND TRAVEL	4,149	4,485	3,875	3,875	3,875
50 CAPITAL OUTLAY	897	160	0	0	0
70 MISCELLANEOUS	0	110,067	25,000	0	0
GRAND TOTAL	821,270	919,599	782,077	928,417	928,417

FUNDING SOURCE:

11 GENERAL					
	821,270	919,599	782,077	928,417	928,417

**PARKS AND RECREATION
Administration
Index #591000**

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
737,627	908,967	171,340	<u>PERSONAL SERVICES</u> Increase is primarily the result of two additional positions in FY 15. A vacant Recreation Specialist V position was reclassified to Deputy Director of Parks & Recreation and transferred to this division. In addition, a new Administrative Assistant I position was created. Health benefits adjustments account for the balance of the increase.
25,000	0	(25,000)	<u>MISCELLANEOUS</u> Reduction is the result of the FY 14 one-time contribution, in conjunction with State bond bill, for Palmer State Park

DIVISION STAFF SUMMARY
Parks and Recreation Administration
Index #591000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	0.00	0	1.00	41,600 A
Administrative Assistant II	3.00	150,936	3.00	156,974	3.00	156,974
Administrative Secretary II	1.00	62,167	1.00	64,654	1.00	64,654
Administrative Specialist II	1.00	61,339	1.00	63,793	1.00	63,793
Civil Engineer III	1.00	86,167	1.00	89,614	1.00	89,614
Deputy Director, Parks and Recreation	0.00	0	0.00	0	1.00	81,000 B
Director, Parks and Recreation	1.00	115,000	1.00	119,600	1.00	119,600
Management Assistant II	1.00	60,340	1.00	62,754	1.00	62,754
	<u>8.00</u>	<u>535,949</u>	<u>8.00</u>	<u>557,389</u>	<u>10.00</u>	<u>679,989</u>
SALARY TOTAL	8.00	535,949	8.00	557,389	10.00	679,989
OTHER PERSONAL SERVICES						
Pension		48,235		55,739		67,999
Workers' Compensation		5,585		5,752		8,763
Health Benefits		73,102		70,789		94,394
PEHP		0		4,564		4,564
FICA		40,492		42,274		51,858
Miscellaneous		1,120		1,120		1,400
TOTAL OTHER PERSONAL SERVICES		168,534		180,238		228,978
TOTAL PERSONAL SERVICES	8.00	704,483 *	8.00	737,627	10.00	908,967

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant I position created - #3741

B - One (1) vacant Recreation Specialist V position transferred from Parks and Facilities and reclassified as a Deputy Director, Parks and Recreation - #0620

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.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated for land acquisition (purchased or leased)	\$545,000	\$5,200,000	\$1,385,000	\$1,967,120	\$201,845
Number of staff	2	2	3	4	4
<u>Output:</u>					
Number of open space acquisitions for future regional facilities	0	0	0	1	0
Number of acres of future regional facilities	0	0	0	51	0
<u>Efficiency:</u>					
Cost of sites for future regional facilities	\$0	\$0	\$89,708	\$870,000	\$201,845
<u>Service Quality:</u>					
Degree to which acquired land addresses expressed needs	*	*	*	High	*
<u>Outcome:</u>					
Number of sites suitable for regional facilities	0	0	2	2	1

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. FY 2013, FY 2014 and FY 2015 includes rental of Carsins Run Fields for regional tournaments.

Major Related Plans and Policies

Master Plan; Expressed needs of Recreation Councils; calculations of facility deficiencies; 2013 Land Preservation, Parks and Recreation plan.

PARKS AND RECREATION
Recreational Services
Index #593000

ORIGIN/PURPOSE:

The Recreational Services Division initiates and promotes leisure time activities for all County residents. To assist in this effort, community-based volunteer support is solicited through recreation councils and various countywide organizations. In addition to managing and programming County-owned facilities, the Division works in cooperation with Harford County Public Schools to maximize the use of school based community centers while maintaining and providing leisure activities at an affordable price.

FY 2014 - FY 2015 GOAL:

TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECIVE RECREATIONAL NEEDS OF COMMUNITIES BY CREATING A VARIETY OF LEISURE PROGRAMS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	2,487,724	2,569,367	2,573,302	2,244,881	2,244,881
20 CONTRACTUAL SERVICES	82,150	89,255	75,675	85,300	85,300
30 SUPPLIES AND MATERIALS	21,806	17,607	38,280	20,880	20,880
40 BUSINESS AND TRAVEL	21,666	13,284	21,425	14,700	14,700
50 CAPITAL OUTLAY	6,103	907	0	0	0
70 MISCELLANEOUS	70,438	172,504	70,438	68,938	68,938
GRAND TOTAL	<u>2,689,887</u>	<u>2,862,924</u>	<u>2,779,120</u>	<u>2,434,699</u>	<u>2,434,699</u>

FUNDING SOURCE:

11 GENERAL	<u>2,689,887</u>	<u>2,862,924</u>	<u>2,779,120</u>	<u>2,434,699</u>	<u>2,434,699</u>

PARKS AND RECREATION
Recreational Services
Index #593000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,573,302	2,244,881	(328,421)	<u>PERSONAL SERVICES</u> Decrease is primarily the result of three positions transferred out of this division in FY 15. Two Recreation Specialist V positions moved to the Parks and Facilities division and one vacant Recreation Specialist V position was reclassified to Deputy Director of Parks and Recreation and is funded in the Parks and Recreation Administration division. Temporary salaries for Park Naturalist are reduced. Turnover resulted in PEHP (Post Employment Health Plan) and health insurance adjustments.
75,675	85,300	9,625	<u>CONTRACTUAL SERVICES</u> Increase reflects upgraded copier leases as well as upgraded equipment and data usage plans, and fitness equipment inspection/repairs based on actual expense history
38,280	20,880	(17,400)	<u>SUPPLIES & MATERIALS</u> Office supplies, mailing, and recreation supplies decrease based on actual expense history
21,425	14,700	(6,725)	<u>BUSINESS & TRAVEL</u> Vehicle maintenance and mileage reimbursement funding reduced based on actual expense history
70,438	68,938	(1,500)	<u>MISCELLANEOUS</u> Grants and Contributions funding is lower in an effort to reduce costs. Funds allocated support the John Archer Therapeutic Recreation Program as well as provide recreation fees for disadvantaged children

DIVISION STAFF SUMMARY
Recreational Services
Index #593000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	83,652	0.00	0	1.00	38,703 A
Administrative Assistant II	7.00	382,098	9.00	486,994	8.00	434,147
Chief of Parks and Recreation	1.00	104,624	1.00	99,922	1.00	99,922
Recreation Specialist I	1.00	34,320	0.00	0	0.00	0
Recreation Specialist II	0.00	0	1.00	39,900	0.00	0
Recreation Specialist III	4.00	191,466	1.00	47,400	2.00	94,800 B
Recreation Specialist IV	1.00	52,800	1.00	52,800	1.00	52,800
Recreation Specialist V	12.50	901,489	15.50	1,061,790	12.50	875,304 C
FULL-TIME SALARIES	28.50	1,750,449	28.50	1,788,806	25.50	1,595,676
SALARY OFFSET		(28,850)		(30,004)		(30,004) D
TOTAL FULL-TIME SALARIES	28.50	1,721,599	28.50	1,758,802	25.50	1,565,672
TEMPORARY SALARIES		111,760		70,060		55,060
SALARY TOTAL	28.50	1,833,359	28.50	1,828,862	25.50	1,620,732

DIVISION STAFF SUMMARY
Recreational Services
Index #593000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES						
Pension		163,693		176,817		156,303
Workers' Compensation		47,173		46,905		41,509
Health Benefits		366,820		360,917		272,260
PEHP		0		15,973		26,592
FICA		140,385		139,908		123,985
Shift Differential		3,744		0		0
Miscellaneous		3,920		3,920		3,500
TOTAL OTHER PERSONAL SERVICES		725,735		744,440		624,149
TOTAL PERSONAL SERVICES	28.50	2,559,094 *	28.50	2,573,302	25.50	2,244,881

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Administrative Assistant II position filled as an Administrative Assistant I - #1307

B - One (1) Recreation Specialist II position upgraded to Recreation Specialist III - #0598

C - Two (2) Recreation Specialist V positions transferred to 595000 - #1987, 2162

One (1) vacant Recreation Specialist V position reclassified to Deputy Director, Parks and Recreation and transferred to 591000 - #0620

D - One (1) Recreation Specialist V position offset 50% to the Anita Leight Estuary grant - #2512

DEPARTMENT OF PARKS AND RECREATION - RECREATIONAL SERVICES OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To be receptive to the individual and collective recreational needs of communities by creating a variety of leisure programs.

Department Objective

To increase participation in the various programs offered through the Department of Parks and Recreation and its affiliated Recreation Councils

County Goal(s) Supported

VI. Quality of Life

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated for recreation	\$2,585,322	\$2,669,653	\$2,768,182	\$2,779,120	\$2,434,699
Number of recreation staff	27	27.5	27.5	28.5	25.5
<u>Output:</u>					
Number of participants registered for council programs	95,619	94,883	100,371	92,058	92,624
Number of participants registered for therapeutic programs	5,813	5,606	5,945	6,680	6,700
Number of participants registered for nature programs	19,857	18,797	17,254	14,496	14,800
<u>Efficiency:</u>					
Number of Recreation Council Volunteers	21,107	18,412	19,168	19,066	19,227
Number of Volunteer Hours by Recreation Council	659,633	570,060	544,986	549,618	551,607
<u>Outcome:</u>					
Total dollars raised and spent by Recreation Councils	\$8,378,397	\$7,835,916	\$8,249,239	\$7,972,323	\$8,098,484
Total number of recreation program participants	121,289	119,286	123,570	113,234	114,124

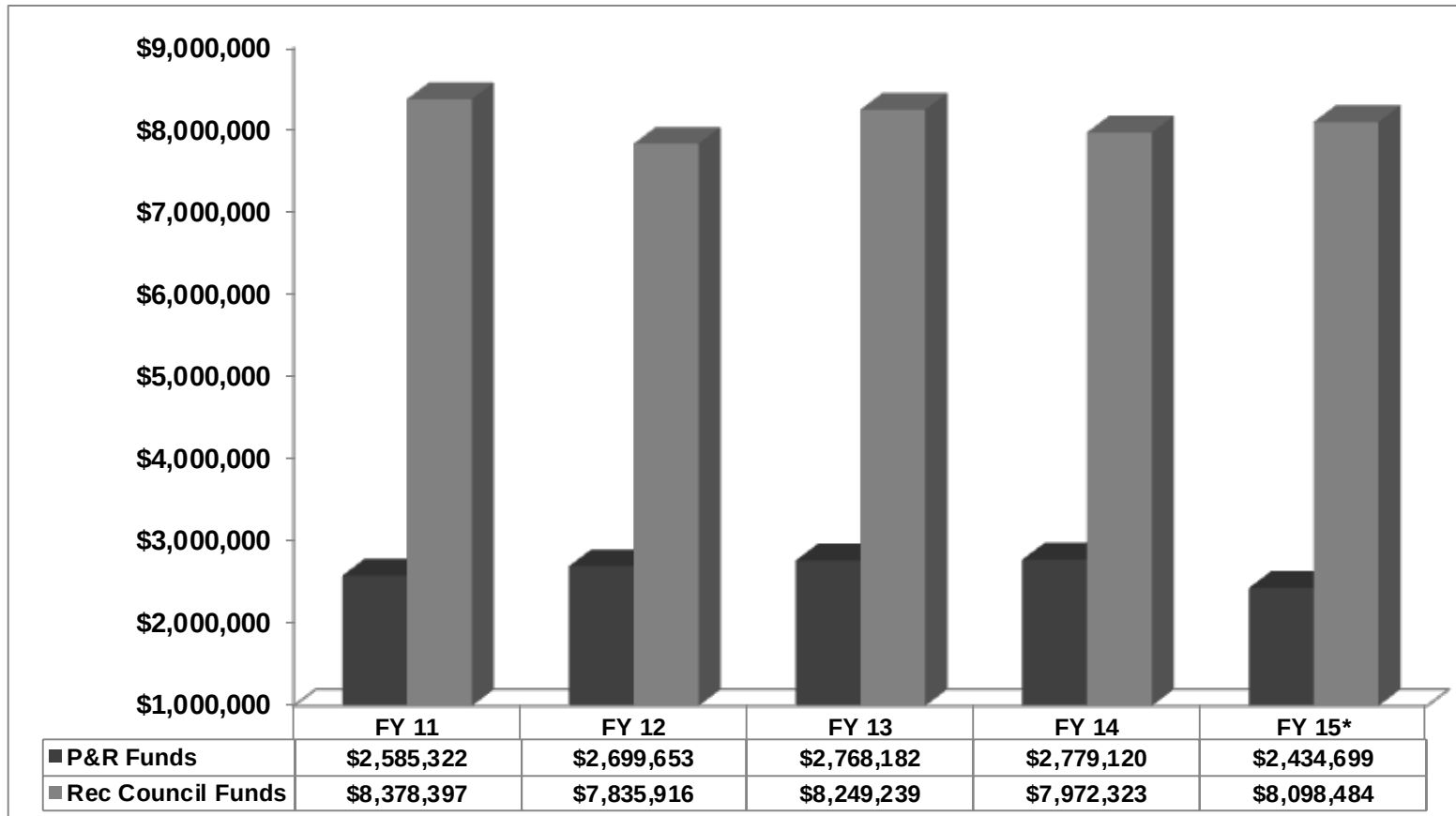
Explanation and Analysis of Performance Measures

In an effort to keep abreast of new and most favored recreation and leisure programs, the department relies heavily on feedback provided by 22 local recreation councils. Each council presents both the ideas and concerns as they related to the demographic of the County's active youth, adult and senior community. The Councils include both a geographic-based emphasis on sports and community programs, and a special purpose emphasis on environmental education and other special purpose programs. Countless hours are devoted to keeping Parks and Recreation attuned to ever changing trends as it effectively addresses growing participating in sport programs, educational and therapeutic interests, and other cultural and nature events.

Major Related Plans and Policies

With the addition of Chesapeake Therapeutic Riding facility. Shucks Road Regional Park, and the new Churchville Recreation Center, demand for youth and adult recreational programming will greatly increase. The department will continue the coaching education and training, and improve background checks for recreation council volunteers.

Parks and Recreation Funding for Recreational Programs



FISCAL YEARS

*Projected

PARKS AND RECREATION Parks and Facilities Index #595000

ORIGIN/PURPOSE:

The Division of Parks and Facilities includes four (4) operating groups - **Capital Planning and Development, Grounds Maintenance, Building Maintenance, and Landscaping.**

Capital Planning and Development is responsible for park land acquisition and development projects at park sites, school sites, and in the incorporated municipalities. The group also manages the preparation and update of the Land Preservation and Recreation Plan. Interaction and coordination with other county and state agencies, incorporated municipalities, as well as staff, volunteers, and the public is a major function of the acquisition and development process.

The other three (3) groups comprising this division are charged with the continuous task of keeping all Parks and Recreation's buildings and park sites safe, usable, and appealing. **Grounds Maintenance** services some 91 County owned parks alone and assists in special projects on other municipal parks. In accordance with a Joint Use agreement with Harford County Public Schools, this group also maintains bleachers, tennis courts, infields of baseball/softball diamonds, and athletic fields (soccer/lacrosse/football) at schools. It coordinates the collection and removal of recyclable and non-recyclable trash from park facilities and schools, and works with other agencies to remove snow from county roads as well as park sites. **Building Maintenance** is responsible for the renovation, repair, and upkeep of approximately 153 activity centers, historic buildings, event venues, and other structures. **Landscaping** uses the expertise of a Horticulturalist to coordinate and oversee all ground beautification and restoration projects under the department's purview.

FY 2014 - FY 2015 GOAL:

TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS TO MEET THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS

PARKS AND RECREATION Parks and Facilities Index #595000

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	4,233,225	4,297,113	4,271,873	4,493,903	4,493,903
20 CONTRACTUAL SERVICES	1,051,236	1,049,229	1,381,810	1,232,451	1,232,451
30 SUPPLIES AND MATERIALS	348,504	348,061	357,055	334,000	334,000
40 BUSINESS AND TRAVEL	340,820	354,835	328,705	350,000	350,000
50 CAPITAL OUTLAY	176,434	169,265	0	0	0
70 MISCELLANEOUS	1,892	5,976	10,000	10,000	10,000
80 INTER-GOVERNMENTAL/INTERFUND	<u>0</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>0</u>
GRAND TOTAL	<u><u>6,152,111</u></u>	<u><u>6,224,479</u></u>	<u><u>6,349,643</u></u>	<u><u>6,420,354</u></u>	<u><u>6,420,354</u></u>

FUNDING SOURCE:

11 GENERAL	<u><u>6,152,111</u></u>	<u><u>6,224,479</u></u>	<u><u>6,349,643</u></u>	<u><u>6,420,354</u></u>	<u><u>6,420,354</u></u>

PARKS AND RECREATION Parks and Facilities Index #595000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
4,271,873	4,493,903	222,030	<u>PERSONAL SERVICES</u> This division realizes an increase as a result of two additional Recreation Specialist V positions transferred from Recreational Services, turnover, overtime, health benefits and PEHP (Post Employment Health Plan) adjustments. A vacant Crew Chief position is unfunded in FY 15 and a Recreation Specialist V position is offset 50% to reflect actual hours worked in an effort to reduce costs.
1,381,810	1,232,451	(149,359)	<u>CONTRACTUAL SERVICES</u> Net decrease is due to the lease agreement of Carsins Run fields ending 3/31/15, installation of energy efficient retrofits in our facilities resulting in a reduction of electricity costs, and reallocation of county facility repair funds to Business & Travel to cover the increasing cost of maintaining an aging fleet of equipment and vehicles offset slightly by an increase for the mowing contract primarily the result of stormwater management ponds and addition of the Schucks Road sites
357,055	334,000	(23,055)	<u>SUPPLIES & MATERIALS</u> Various operating expenses such as janitorial supplies, uniforms, small tools, building supplies, etc. were adjusted based on actuals or reduced in an effort to reduce costs
328,705	350,000	21,295	<u>BUSINESS & TRAVEL</u> Funding adjusted for vehicle maintenance and fuel charges for an overall net increase based on actual expense history

DIVISION STAFF SUMMARY

Parks and Facilities

Index #595000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	47,906	0.00	0	0.00	0
Administrative Assistant II	1.00	37,300	2.00	90,109	2.00	90,109
Chief of Parks and Facilities	1.00	0	0.00	0	0.00	0
Civil Engineer III	0.00	0	0.00	0	1.00	92,305 A
Crew Chief	3.00	150,475	3.00	156,494	3.00	110,838 B
Crew Leader I	7.00	265,232	6.00	240,862	6.00	241,420
Crew Leader II	1.00	47,101	2.00	87,777	2.00	87,777
Custodial Worker II	13.00	449,066	13.00	464,861	13.00	464,861
Engineering Associate V	1.00	67,080	1.00	69,763	1.00	69,763
Equipment Repair Specialist	0.00	0	3.00	167,783	3.00	167,783
Maintenance Mechanic I	2.00	77,039	1.00	37,089	1.00	37,089
Maintenance Mechanic II	3.00	166,962	4.00	220,113	4.00	220,113
Maintenance Supervisor	2.00	137,995	2.00	143,514	2.00	143,514
Maintenance Worker I	11.00	323,822	12.00	406,939	9.00	272,476
Maintenance Worker II	9.00	255,402	7.00	233,003	10.00	350,609 C
Park Building Maintenance Worker	5.00	178,191	5.00	185,319	5.00	194,785
Planner III	1.00	61,829	1.00	64,302	0.00	0
Recreation Specialist V	0.00	0	0.00	0	2.00	128,786
Utility Worker I	3.00	153,646	0.00	0	0.00	0
Utility Worker II	1.00	46,500	1.00	48,360	1.00	48,360
FULL-TIME SALARIES	65.00	2,465,546	63.00	2,616,288	65.00	2,720,588
SALARY OFFSET		0		0		(30,994) D
TOTAL FULL-TIME SALARIES	65.00	2,465,546	63.00	2,616,288	65.00	2,689,594

DIVISION STAFF SUMMARY
Parks and Facilities
Index #595000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
PART-TIME SALARIES						
Custodial Worker II	<u>2.50</u>	<u>55,742</u>	<u>2.00</u>	<u>57,447</u>	<u>2.00</u>	<u>57,447</u>
TOTAL PART-TIME SALARIES	2.50	55,742	2.00	57,447	2.00	57,447
TEMPORARY SALARIES	<u> </u>	<u>163,978</u>	<u> </u>	<u>165,417</u>	<u> </u>	<u>165,550</u>
SALARY TOTAL	<u>67.50</u>	<u>2,685,266</u>	<u>65.00</u>	<u>2,839,152</u>	<u>67.00</u>	<u>2,912,591</u>
OTHER PERSONAL SERVICES						
Pension		233,008		273,282		283,575
Workers' Compensation		91,073		93,171		91,988
Health Benefits		716,506		718,163		824,687
PEHP		0		68,455		84,208
Overtime & Shift Differential		54,699		49,304		59,676
FICA		209,607		220,966		227,378
Miscellaneous	<u> </u>	<u>9,380</u>	<u> </u>	<u>9,380</u>	<u> </u>	<u>9,800</u>
TOTAL OTHER PERSONAL SERVICES		1,314,273		1,432,721		1,581,312
TOTAL PERSONAL SERVICES	<u>67.50</u>	<u>3,999,539 *</u>	<u>65.00</u>	<u>4,271,873</u>	<u>67.00</u>	<u>4,493,903</u>

***FY 13 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Planner III position filled as a Civil Engineer III - #3502

B - One (1) Crew Chief position unfunded for FY 15 in an effort to reduce costs - #0665

C - Three (3) Maintenance Worker I positions reclassified to Maintenance Worker II - #3412, 3407, 2699

D - Salary Offset - 50% of a Recreation Specialist V position is offset to reflect actual hours worked - #1987

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.

County Goal(s) Supported

III. Efficient County Government

VI. Quality Living

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$5,874,679	\$6,152,111	\$6,224,479	\$6,349,643	\$6,420,354
Number of full-time staff	62	64	65	63	65
Number of temporary staff	20.5	26	26	28	27
<u>Output:</u>					
Number of acres maintained	3,564	3,912	4,260	4,608	4,658
Number of buildings maintained	178	178	178	178	178
Number of Special Events/Showmobile/Portable Stage	36	23	34	22	25
<u>Efficiency:</u>					
Number of work orders processed per year	5,240	4,830	5,190	5,045	4,500
Completed work orders for Parks & Facilities	5,223	4,638	4,932	4,486	4,300
<u>Outcome:</u>					
Percent of work orders completed	99.7%	96.0%	95.0%	88.9%	95.6%

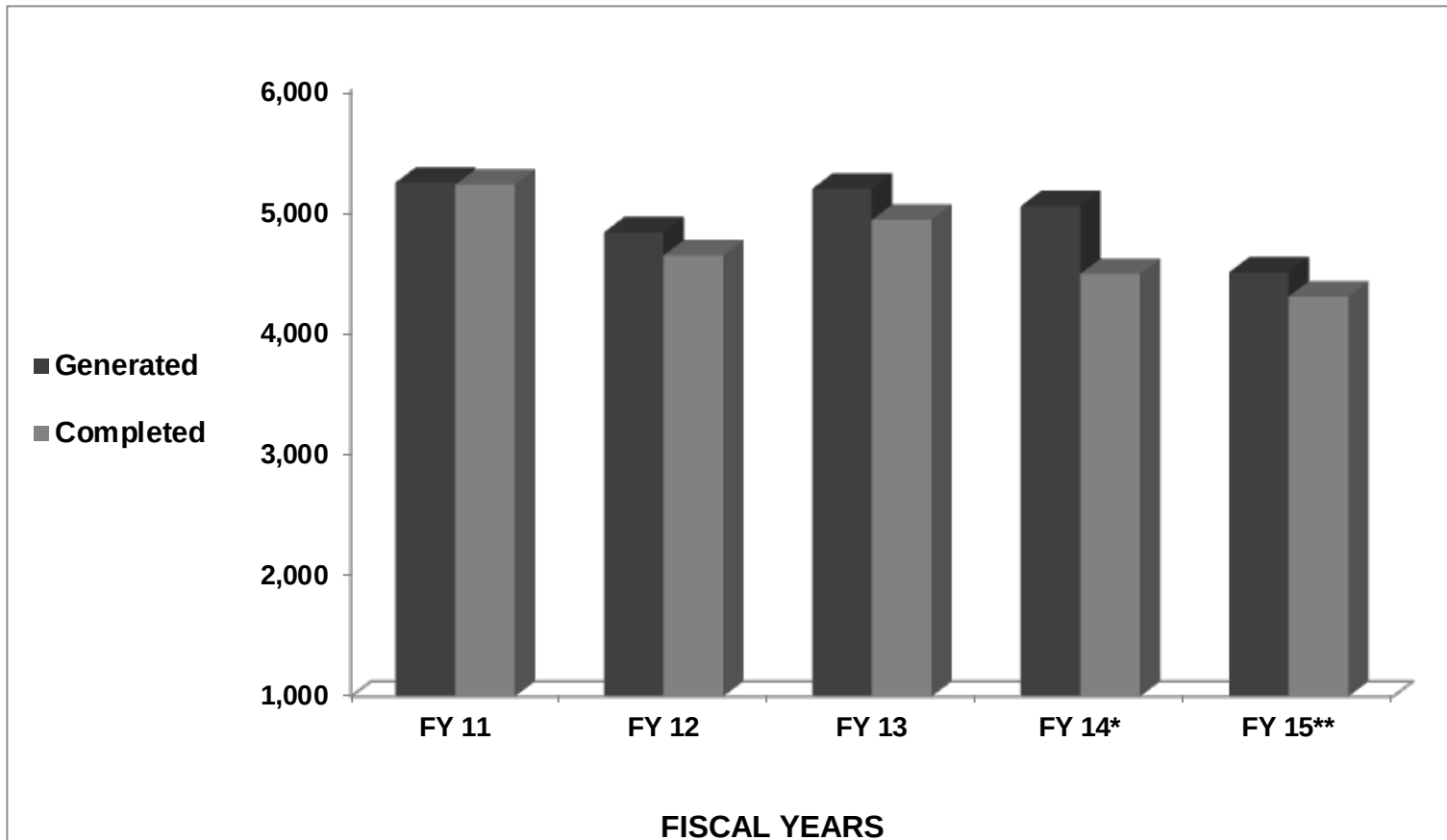
Explanation and Analysis of Performance Measures

Performance in this department will be measured by the number of maintenance requests and work orders completed during the year. With increased acreage comes the increased challenge to maintain both active and open fields, parks, trails, and ponds. Similar concerns exist regarding the department's aging facilities and the failing infrastructure that supports them. The department has equipped parks and building maintenance personnel with wireless technology to be used to access online resources (i.e. manuals and live demonstrations) to accurately review equipment and building repairs prior to arriving at the job site. Once on location, repairs can be effectively performed and work orders moved to completed and closed status.

Major Related Plans and Policies

Continue reserving showmobile, park sites and facilities; providing daily operation of major buildings, (i.e. Churchville, McFaul, Havre de Grace, and the Edgewood Recreation & Community Center); and gradual acquisition and maintenance of Graybeal, Magnolia, Chapel and Edgewood sites. Policies include Standard Operating Procedures (SOP) for routine work and snow removal at Parks & Recreation sites and while assisting DPW Highways. Memorandum of Use (MOU) with other County agencies or renters of buildings.

Parks and Recreation Building and Grounds Maintenance Work Orders



*As of June 15, 2014

**Projected

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 were established:

- o Emmorton Recreation and Tennis Center:
This facility was purchased by Harford County in November, 1999 using Program Open Space (POS) funding through the State of Maryland. Its purpose was to address the recreation and leisure needs of the Emmorton-Abingdon community. Two of the indoor tennis courts were retained and two others were converted to multipurpose gymnasiums. The outdoor courts were converted to accommodate parking spaces and a fabric structure built to house two new indoor courts.

- o Oakington Peninsula:
The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farms and Oakington Farm (Eleanor and Millard Tydings Park). Swan Harford was purchased in conjunction with the Maryland Department of Natural Resources and Program Open Space in 1994. In 1998, the 328 acre Oakington Farm was acquired. Both farms generate revenue through facility rental, farming leases, and fundraising. It also provides park area for passive and recreational activities as well as therapeutic horseback riding enjoyment.

- o Recreational Council Activities:
This account is set up to receive revenues from other recreational activities, registrations, and events. The funds are expended for recreational supplies, tournament trophies, referee officials, etc.

PARKS AND RECREATION - SPECIAL REVENUE FUND

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	443,020	417,622	444,593	398,695	398,695
20 CONTRACTUAL SERVICES	271,870	356,017	317,910	361,170	361,170
30 SUPPLIES & MATERIALS	38,906	46,185	60,065	62,465	62,465
40 BUSINESS AND TRAVEL	1,177	1,151	4,165	4,165	4,165
50 CAPITAL OUTLAY	28,037	22,158	38,000	73,000	73,000
70 MISCELLANEOUS	0	0	19,500	59,328	59,328
GRAND TOTAL	783,010	843,133	884,233	958,823	958,823

SUMMARY BY FUND:

26 PARKS AND RECREATION	783,010	843,133	884,233	958,823	958,823
GRAND TOTAL	783,010	843,133	884,233	958,823	958,823

SUMMARY BY DIVISION:

593002	EMMORTON REC & TENNIS CTR	284,814	328,218	291,189	386,996	386,996
593003	OAKINGTON PENINSULA	319,375	326,387	406,331	368,305	368,305
593004	RECREATIONAL COUNCIL ACTIVITIES	178,821	188,528	186,713	203,522	203,522
GRAND TOTAL		783,010	843,133	884,233	958,823	958,823

**DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<u>PARKS AND RECREATION - SPECIAL REVENUE FUND</u>						
Administrative Specialist II	0.00	0	1.00	60,668	1.00	60,668
Community Resources Coordinator	1.00	58,335	0.00	0	0.00	0
Custodial Worker II	1.00	37,953	1.00	39,471	1.00	39,471
Recreation Specialist V	0.50	45,752	0.50	47,582	0.50	47,582
TOTAL FULL-TIME SALARIES	2.50	142,040	2.50	147,721	2.50	147,721
TEMPORARY SALARIES		180,637		177,840		137,000
SUB-TOTAL P & R SPECIAL REVENUE	2.50	322,677	2.50	325,561	2.50	284,721
OTHER PERSONAL SERVICES						
Pension & Retirement		21,556		25,272		23,277
Workers' Compensation		4,396		4,519		4,519
Health Benefits		65,053		47,979		46,556
PEHP		0		4,564		4,432
Overtime & Shift Differential		14,115		10,499		12,000
FICA		25,765		25,709		22,700
Miscellaneous		630		490		490
TOTAL OTHER PERSONAL SERVICES		131,515		119,032		113,974
TOTAL PERSONAL SERVICES	2.50	454,192 *	2.50	444,593	2.50	398,695

*FY 13 Salaries and Other Personal Services are Enacted not Audited Amounts

PARKS AND RECREATION
Emmorton Recreation and Tennis Center
Index #593002

ORIGIN/PURPOSE:

The Emmorton Recreation and Tennis Center (ERTC) was purchased in November 1999 by Harford County using State of Maryland Program Open Space funding. The facility addresses the recreation and leisure needs of the Emmorton-Abingdon community. Part of the former tennis operation was maintained to address the needs of the tennis community and to provide revenue to support building operations. Renovations made to the facility provided a multipurpose gymnasium and four (4) indoor tennis courts. In 2005, the Grand Slam baseball/softball training area was acquired and is utilized during winter months by both school and recreation participants. A new fitness room is being planned for 2015.

The ERTC is one of Parks and Recreation's Special Revenue Fund 26 accounts established by the Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

FY 2014 - FY 2015 GOAL:

TO OPERATE A MULTIFUNCTIONAL RECREATION AND LEISURE FACILITY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	178,130	168,137	152,324	159,153	159,153
20 CONTRACTUAL SERVICES	83,867	135,651	119,300	112,550	112,550
30 SUPPLIES AND MATERIALS	20,612	19,870	19,500	20,900	20,900
40 BUSINESS AND TRAVEL	65	0	65	65	65
50 CAPITAL OUTLAY	2,140	4,560	0	35,000	35,000
70 MISCELLANEOUS	0	0	0	59,328	59,328
GRAND TOTAL	284,814	328,218	291,189	386,996	386,996

FUNDING SOURCE:

11 GENERAL	284,814	328,218	291,189	386,996	386,996

PARKS AND RECREATION Emmorton Recreation and Tennis Center Index #593002

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
152,324	159,153	6,829	<u>PERSONAL SERVICES</u> Additional salary and pension costs for building/facility attendants based on actual expense history as well as health benefit adjustments
119,300	112,550	(6,750)	<u>CONTRACTUAL SERVICES</u> Funding appropriation is decreased for the FY 14 one-time purchase of online tennis center software and contract for Tennis Pro instructor due to reduced enrollment. Decrease is offset slightly for funding to upgrade the parking lot security system in the parking lot and office equipment maintenance contracts and telephone service based on actual expense history.
19,500	20,900	1,400	<u>SUPPLIES & MATERIALS</u> Increase based on actual expense history primarily for sodas and beverages sold at the facility
0	35,000	35,000	<u>CAPITAL OUTLAY</u> Equipment for new fitness room to include a new rubberized floor, treadmills, elliptical machines, recumbent bike, incline bench and free weights and a cover for the walkway leading to the entrance of the new fitness room entrance. This investment is anticipated to bring additional revenues to the Emmorton Recreation and Tennis Center facility through new fitness membership fees.
0	59,328	59,328	<u>MISCELLANEOUS</u> Pro Rata Shares for support of General Fund administrative services

DIVISION STAFF SUMMARY
Emmorton Recreation & Tennis Center
Index #593002

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Custodial Worker II	<u>1.00</u>	<u>37,953</u>	<u>1.00</u>	<u>39,471</u>	<u>1.00</u>	<u>39,471</u>
TOTAL FULL-TIME SALARIES	<u>1.00</u>	<u>37,953</u>	<u>1.00</u>	<u>39,471</u>	<u>1.00</u>	<u>39,471</u>
TEMPORARY SALARIES	<u></u>	<u>66,387</u>	<u></u>	<u>66,784</u>	<u></u>	<u>71,000</u>
SALARY TOTAL	<u>1.00</u>	<u>104,340</u>	<u>1.00</u>	<u>106,255</u>	<u>1.00</u>	<u>110,471</u>
OTHER PERSONAL SERVICES						
Pension		7,411		8,969		10,483
Workers' Compensation		1,161		1,192		1,192
Health Benefits		38,595		22,398		23,843
PEHP		0		4,564		4,432
Overtime & Shift Differential		1,365		499		0
FICA		8,086		8,167		8,452
Miscellaneous	<u></u>	<u>420</u>	<u></u>	<u>280</u>	<u></u>	<u>280</u>
TOTAL OTHER PERSONAL SERVICES		57,038		46,069		48,682
TOTAL PERSONAL SERVICES	<u>1.00</u>	<u>161,378 *</u>	<u>1.00</u>	<u>152,324</u>	<u>1.00</u>	<u>159,153</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PARKS AND RECREATION - EMMORTON RECREATION & TENNIS CENTER

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To operate a multifunctional recreation and leisure facility.

Department Objective

To increase revenue by expanding the facility's customer base and grow membership by providing options geared to satisfying a variety of recreation interests while continuing to provide indoor recreation programs for the Emmorton Recreation Council.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$300,000	\$264,456	\$260,000	\$260,000	\$260,000
Number of temporary staff	10	10	6	8	8
<u>Output:</u>					
Revenue generated from memberships, blocktimes, and other rentals	\$264,808	\$265,870	\$269,706	\$260,000	\$260,000
<u>Efficiency:</u>					
Revenue increase from prior year	\$8,180	\$1,062	\$3,836	(\$19,706)	\$10,000
<u>Service Quality:</u>					
Number of people served yearly	43,200	43,875	45,600	38,000	46,000
<u>Outcome:</u>					
Percentage of growth in revenue from previous year	3%	0.40%	1%	(7%)	4%
Percentage of growth in users from previous year	2.86%	1.56%	3.93%	(16.78%)	21.05%

Explanation and Analysis of Performance Measures

To maintain this financially viable facility, the Department remains vigilant to making needed renovations, repairs, and upgrades for the enjoyment of recreation enthusiasts of various ages and abilities. Although operating the facility in a cost effective manner is both challenging and crucial, the department realizes that primary focus extends well beyond the bottom line. From beginner tennis clinics and private lessons to annual membership renewals, the number of guests served at the facility is expected to increase both the quality of life to its members, and the bottom line.

Major Related Plans and Policies

Upgrade of current reservation and scheduling system to allow members the convenience of booking court time via the internet. A new fitness room is planned to generate additional income and offer new options for members.

PARKS AND RECREATION
Oakington Peninsula
Index #593003

ORIGIN/PURPOSE:

The Oakington Peninsula is a regional park offering a variety of passive recreation for all ages. Activities include environmental studies, fishing, hiking and migratory bird watching. The park is comprised of two separate farms - Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). In cooperation with Maryland State Department of Natural Resources and Program Open Space (POS), Harford County purchased the 461 acre Swan Harbor Farm in 1994 and uses the grounds and large house to host over 100 weddings, conferences, and other special events each year. It is one of Harford County's most sought after investments.

In 1998, the 328 acre Oakington Farm was acquired as a measure to preserve Harford County's agricultural integrity and support local business growth. The revenue generated from this property is used for the necessary upkeep, improvements, and maintenance of the entire peninsula.

In 2012, Parks and Recreation agreed to provide approximately 35 acres on the peninsula for the development of the Chesapeake Therapeutic Riding Facility to provide a unique form of recreation to children and adults with special needs.

Oakington Peninsula was established under Parks and Recreation's Special Revenue Fund 26 accounts per Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

FY 2014 - FY 2015 GOAL:

TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	206,624	206,874	212,171	198,635	198,635
20 CONTRACTUAL SERVICES	71,810	80,611	103,610	98,620	98,620
30 SUPPLIES AND MATERIALS	14,142	20,223	29,250	29,250	29,250
40 BUSINESS AND TRAVEL	902	1,081	3,800	3,800	3,800
50 CAPITAL OUTLAY	25,897	17,598	38,000	38,000	38,000
70 MISCELLANEOUS	0	0	19,500	0	0
GRAND TOTAL	319,375	326,387	406,331	368,305	368,305
<u>FUNDING SOURCE:</u>					
11 GENERAL	319,375	326,387	406,331	368,305	368,305

PARKS AND RECREATION
Oakington Peninsula
Index #593003

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
212,171	198,635	(13,536)	<u>PERSONAL SERVICES</u> Temporary salaries decrease for event workers/attendants and a part-time custodian based on actual expense history in addition to health benefit adjustments
103,610	98,620	(4,990)	<u>CONTRACTUAL SERVICES</u> Decrease is primarily due to less costly facility repairs planned in FY 15 and a reduction of funding for advertising, removal/storage of event tents and fire extinguisher and arborist services based on actual expense history. This decrease is offset by additional funding to increase mowing frequency the main house and the Disposal Material Placement (DMP) site and heating fuel based on actual expense history.
38,000	38,000	0	<u>CAPITAL OUTLAY</u> Equipment purchases planned for FY 15 include replacement of chairs and tables as needed, replacement of stove/oven and aerial lift equipment necessary for various height-related jobs at Swan Harbor Farm
19,500	0	(19,500)	<u>MISCELLANEOUS</u> Interfund Reimbursement for the repair/resurfacing of farm's entrance driveway and parking lot was completed by the Department of Public Works in FY 14

DIVISION STAFF SUMMARY
Oakington Peninsula
Index #593003

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	0.00	0	1.00	60,668	1.00	60,668
Community Resource Coordinator	1.00	58,335	0.00	0	0.00	0
Recreation Specialist V	0.50	45,752	0.50	47,582	0.50	47,582
TOTAL FULL-TIME SALARIES	1.50	104,087	1.50	108,250	1.50	108,250
TEMPORARY SALARIES		50,000		50,000		40,000
SALARY TOTAL	<u>1.50</u>	<u>154,087</u>	<u>1.50</u>	<u>158,250</u>	<u>1.50</u>	<u>148,250</u>
OTHER PERSONAL SERVICES						
Pension		11,025		12,697		12,794
Workers' Compensation		3,235		3,327		3,327
Health Benefits		26,458		25,581		22,713
FICA		11,788		12,106		11,341
Miscellaneous		210		210		210
TOTAL OTHER PERSONAL SERVICES		52,716		53,921		50,385
TOTAL PERSONAL SERVICES	<u>1.50</u>	<u>206,803 *</u>	<u>1.50</u>	<u>212,171</u>	<u>1.50</u>	<u>198,635</u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

DEPARTMENT OF PARKS AND RECREATION - OAKINGTON PENINSULA

OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To implement a management and operations plan for Oakington Peninsula which supports and enhances the facility

Department Objective

To actively market and secure regular rentals of buildings, grounds and farmland, and to host fundraising programs in an effort to successfully exceed current revenue goals.

County Goal(s) Supported

VI. Quality Living

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Revenue dollars projected	\$325,000	\$370,000	\$360,000	\$360,000	\$370,000
Number of permanent staff	1	1.5	1.5	1.5	1.5
Number of temporary staff	12	12	9	10	10
<u>Output:</u>					
Revenue generated to improve and maintain facility operations and staffing for events	\$327,483	\$396,863	\$418,466	\$360,088	\$370,000
<u>Efficiency:</u>					
Revenue increase over prior year	\$12,010	\$69,380	\$21,603	(\$58,378)	\$9,912
<u>Service Quality:</u>					
Number of rentals and satisfied users	140	138	140	141	143
Number of Government users per year	60	60	60	60	60
Total users served	200	198	200	201	203
<u>Outcome:</u>					
Percentage of growth in revenue	4%	21%	5%	(14%)	3%
Percentage of increase in users	2%	(1%)	1%	0.5%	1%

Explanation and Analysis of Performance Measures

Analysis of performance is measured by the annual revenue the facility is projected to generate versus what it actually earns. In order for this facility to independently support itself, the Department of Parks and Recreation must constantly seek ways to increase current income levels while operating at maximum efficiency. To that end, the department has incorporated measures to attract an even broader customer base, namely through Internet and social media technology. Online visitors can enter keyword searches (i.e. "local wedding locations") and navigate to the award winning Swan Harbor Farm site to explore the many amenities it offers as a potential host venue. Staff may also be reached for inquiries and contact information via Facebook. Resources such as these, provide measurable guest/client feedback which helps management focus on specific areas of interests and concerns. Revenue for rental property to decrease due to land committed to the developing of programs by the Chesapeake Therapeutic Riding organization.

Major Related Plans and Policies

Continue to renovate and refurbish aging structures, upgrade service equipment (appliances), and beautify exterior landscaping and interior decorum.

PARKS AND RECREATION Recreational Council and Special Activities Index #593004

ORIGIN/PURPOSE:

The Recreational Council and Special Activities account was established to receive revenues from Recreation Councils for recreational activities, registrations, and special events. These funds are expended for recreational supplies, tournament trophies, officials and referees, etc.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, Recreational Council and Special Activities was established in 2001 to receive and expend revenues under Parks and Recreation's Special Revenue Fund.

ALL FUND SUMMARY:

	AUDITED	AUDITED	ORIGINAL	EXECUTIVE	ENACTED
	FY 12	FY 13	BUDGET	PROPOSED	FY 15
			FY 14	FY 15	FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	58,266	42,611	80,098	40,907	40,907
20 CONTRACTUAL SERVICES	116,193	139,755	95,000	150,000	150,000
30 SUPPLIES AND MATERIALS	4,152	6,092	11,315	12,315	12,315
40 BUSINESS AND TRAVEL	210	70	300	300	300
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
GRAND TOTAL	<u>178,821</u>	<u>188,528</u>	<u>186,713</u>	<u>203,522</u>	<u>203,522</u>

FUNDING SOURCE:

11 GENERAL	<u>178,821</u>	<u>188,528</u>	<u>186,713</u>	<u>203,522</u>	<u>203,522</u>

PARKS AND RECREATION Recreational Council and Special Activities Index #593004

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
80,098	40,907	(39,191)	<u>PERSONAL SERVICES</u> Net decrease based on actual expense history for salaries and associated costs of temporary Program attendants/facilitators, skateboard manager and attendants, and therapeutic recreation assistants
95,000	150,000	55,000	<u>CONTRACTUAL SERVICES</u> Additional courses will be provided periodically by contractual personnel on various topics (etiquette, social communication skills, story play, physical training, etc.) for individuals with learning challenges. Also, reimbursement to Harford County Schools (HCPS) for events held at their facilities and hosted by Recreation Councils based on actual expense history.
11,315	12,315	1,000	<u>SUPPLIES & MATERIALS</u> Funds will provide T-shirts for Above and Beyond participants

DIVISION STAFF SUMMARY
Recreational Council Activities
Index #593004

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>64,250</u>		<u>61,056</u>		<u>26,000</u> A
SALARY TOTAL		<u><u>64,250</u></u>		<u><u>61,056</u></u>		<u><u>26,000</u></u>
OTHER PERSONAL SERVICES						
Pension		3,120		3,606		0
Overtime & Shift Differential		12,750		10,000		12,000
FICA		<u>5,891</u>		<u>5,436</u>		<u>2,907</u>
TOTAL OTHER PERSONAL SERVICES		<u>21,761</u>		<u>19,042</u>		<u>14,907</u>
TOTAL PERSONAL SERVICES		<u><u>86,011</u></u> *		<u><u>80,098</u></u>		<u><u>40,907</u></u>

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

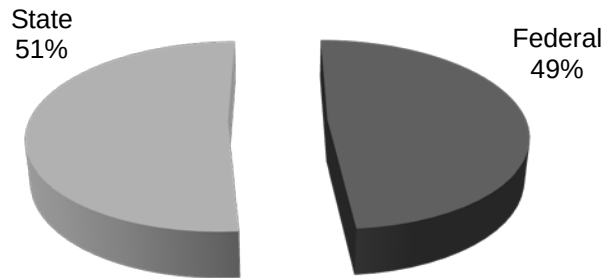
A - Temporary Funding provides lump sum funding for the Ropes Course, Above & Beyond, Climbing Wall program attendants/facilitator, Skate Park Manager and attendants, and Therapeutic Recreation assistants

FY15 Anticipated Grant Award Dollars

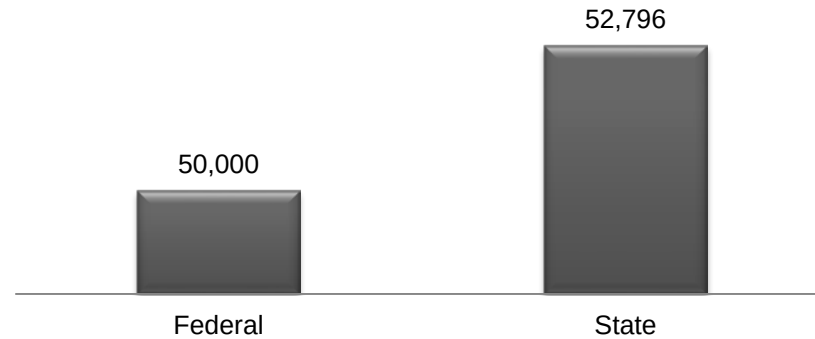
(July 1, 2014 to June 30, 2015)

DEPARTMENT OF PARKS & RECREATION

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars \$102,796*



of Anticipated Grant Awards: 3

Federal	1
State	2

Requested County Match \$44,038

*Does not include County Match or Capital Projects

Anticipated Federal and State funding will provide for a 6 hour per day, 5 day a week recreation program for mentally and physically limited youngsters. This will also provide an after school care program for children with disabilities and will be the only such child care center of its kind in the region. The anticipated Federal grant funding will help offset the cost of a Park Naturalist and a small portion of a custodian at the Anita C. Leight Estuary Center.

Department of Parks & Recreation - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Anita C. Leight Estuary Center	This grant is to help offset the cost for our Park Naturalist and a small portion of the custodian at the Anita C. Leight Estuary Center for salary and fringe benefits.	\$50,000				10/1/14 - 9/30/15	Recurring
Sanitation Grant	To provide sanitary services at various boating facilities; i.e., Mariner Point Park, Flying Point Park, Otter Point, Willoughby Beach Landing and Swan Harbor.		\$ 5,000			4/1/14 - 11/30/14	Recurring
John Archer Child Care/Camp I Can	This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally & physically limited youngsters in Harford Co. It also provides an after school care program for children with disabilities and is the only such child care center of its kind in the region.		\$47,796		\$44,038	7/1/14 - 6/30/15	Recurring
TOTALS		\$50,000	\$52,796		\$44,038		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY	\$102,796	1	2				



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 symbolic agencies acting on the County's behalf. For example, the Harford County Cooperative Extension derives its authority from the University of Maryland at College Park, and the Harford County Soil Conservation District from the State of Maryland under the direction of the District Board of Supervisors.

Each of these programs and related activities contribute to the conservation of natural resources, and the preservation of the environment in Harford County, and merits the financial support and consideration of County Government and its residents.

FY 2014 - FY 2015 GOAL:

TO EDUCATE CITIZENS SO THAT THEY CAN MAKE WISE DECISIONS AS PRODUCERS AND CONSUMERS CONCERNING AGRICULTURE, NATURAL RESOURCES, HEALTH, NUTRITION, AND YOUTH DEVELOPMENT

TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	318,175	358,710	359,817	365,131	365,131
20 CONTRACTUAL SERVICES	3,354	5,462	3,600	3,600	3,600
30 SUPPLIES AND MATERIALS	18,272	18,272	18,272	18,272	18,272
70 MISCELLANEOUS	171,798	208,081	257,689	257,689	257,689
GRAND TOTAL	511,599	590,525	639,378	644,692	644,692

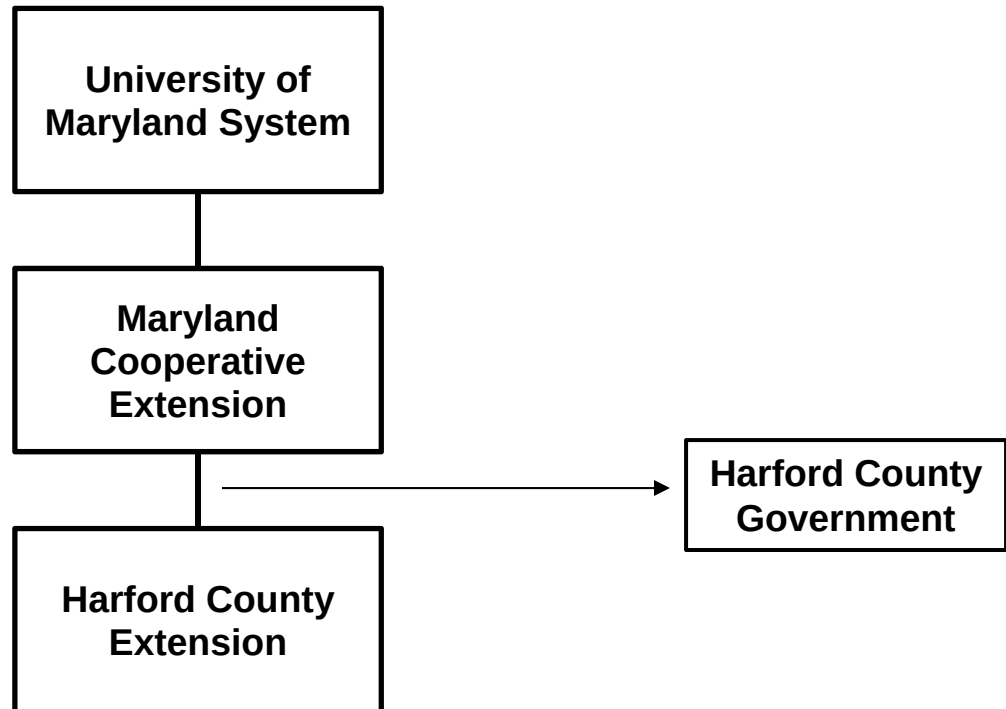
SUMMARY BY FUND:

11 GENERAL	511,599	590,525	639,378	644,692	644,692
GRAND TOTAL	511,599	590,525	639,378	644,692	644,692

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
359,817	365,131	5,314	<u>PERSONAL SERVICES</u> Increase is the result of health benefits and PEHP (Post Employment Health Plan) adjustments

CONSERVATION OF NATURAL RESOURCES - EXTENSION



NATURAL RESOURCES
Extension Service
Index #631000

ORIGIN/PURPOSE:

Established by the Federal Hatch Act (1987) and the Smith-Lever Act (1887), the 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 2014 - FY 2015 GOAL:

TO EDUCATE 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
20 CONTRACTUAL SERVICES	3,354	5,462	3,600	3,600	3,600
30 SUPPLIES AND MATERIALS	18,272	18,272	18,272	18,272	18,272
70 MISCELLANEOUS	136,978	180,083	223,384	223,384	223,384
GRAND TOTAL	158,604	203,817	245,256	245,256	245,256

FUNDING SOURCE:

11 GENERAL	158,604	203,817	245,256	245,256	245,256

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$147,897	\$158,604	\$203,817	\$245,256	\$245,256
<u>Output:</u>					
# of on-site seminars conducted	42	63	98	73	77
# of classroom seminars conducted	317	316	476	287	447
# of hands on workshops conducted	92	103	291	100	268
<u>Efficiency:</u>					
# of staff per seminar	1	1	1	1	1
<u>Service Quality:</u>					
% of attendees satisfied with workshops conducted	95%	95%	98%	95%	95%
<u>Outcome:</u>					
# of adult and older youth volunteers reached	2,934	4,230	4,571	4,200	4,306
# of community and school based youth reached	3,367	4,561	5,287	4,000	5,988
# of special interest groups reached	1,024	727	816	900	968

Explanation and Analysis of Performance Measures

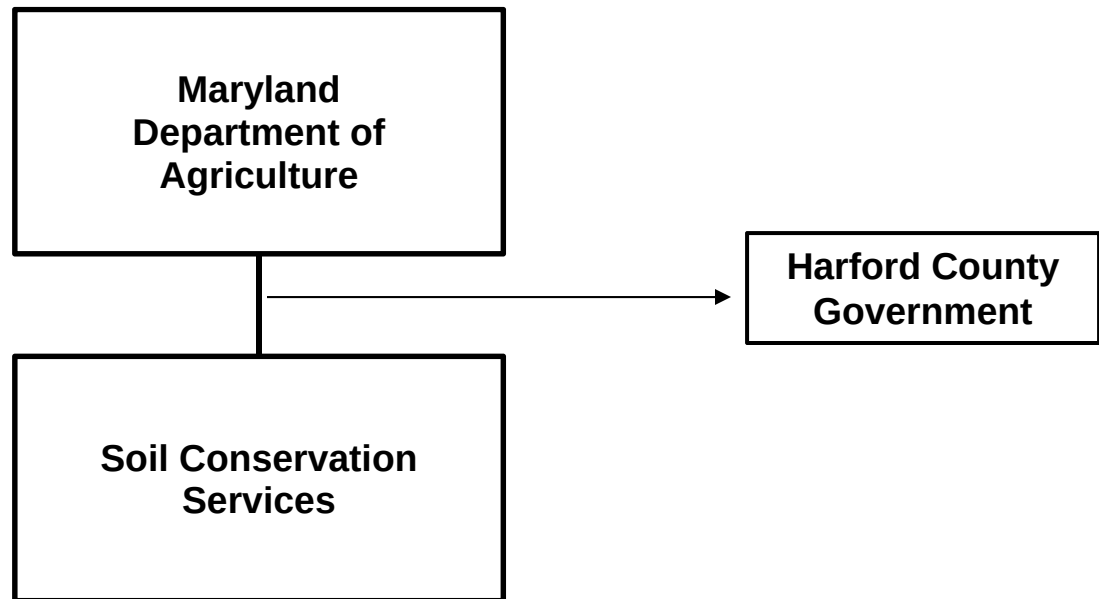
On-site programming includes programs that originate and are implemented in a setting other than the seminar (classroom) and workshop (hands-on) arena. On-site programming may include on-farm, demonstration areas, community centers, etc. To better analyze program success and participant adoption/learning, 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



NATURAL RESOURCES
Soil Conservation
Index #633000

ORIGIN/PURPOSE:

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

MISSION STATEMENT:

TO ACHIEVE EXCELLENCE IN PROGRAMS AND SERVICES THAT PROTECT HARFORD COUNTY AGRICULTURE 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 2014 - FY 2015 GOAL:

TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	318,175	358,710	359,817	365,131	365,131
70 MISCELLANEOUS	34,820	27,998	34,305	34,305	34,305
GRAND TOTAL	352,995	386,708	394,122	399,436	399,436
<u>FUNDING SOURCE:</u>					
11 GENERAL	352,995	386,708	394,122	399,436	399,436

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
359,817	365,131	5,314	<u>PERSONAL SERVICES</u> Increase is the result of health benefits and PEHP (Post Employment Health Plan) adjustments

DIVISION STAFF SUMMARY
Soil Conservation
Index #633000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator	1.00	80,000	1.00	83,200	1.00	83,200
Engineering Associate II	2.00	104,500	2.00	107,188	2.00	107,188
Engineering Associate III	1.00	56,180	1.00	58,427	1.00	58,427
SALARY TOTAL	4.00	240,680	4.00	248,815	4.00	248,815
OTHER PERSONAL SERVICES						
Pension & Retirement		21,661		24,882		24,882
Workers' Compensation		1,357		1,384		1,384
Health Benefits		50,237		60,578		61,592
PEHP		0		4,564		8,864
FICA		18,412		19,034		19,034
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		92,227		111,002		116,316
TOTAL PERSONAL SERVICES	4.00	332,907 *	4.00	359,817	4.00	365,131

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

SOIL CONSERVATION OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To reduce the nutrient & sediment loads from entering waters by ensuring the complete implementation of Agricultural Best Management Practices (BMP's), along with the review & approval of Erosion and Sediment Control (ESC) plans for developing areas.

Department Objective

To maintain a consistent level of BMP installation and increase the number of acres covered by a Soil & Water Quality Conservation Plan; in order to annually meet the requirements set forth by the two year milestones associated with the Watershed Implementation Plan (WIP) and the Chesapeake Bay Initiative. Nutrient reduction loads for nitrogen, phosphorus and sediment are based on the individual BMP and rates provided by the Maryland Department of Agriculture.

County Goal(s) Supported

V. Environmental Stewardship

VI. Quality Living

Measure		Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>						
Dollars allocated	County funded	N/A	\$355,325	\$386,708	\$367,212	\$399,436
Number of staff	County funded	N/A	4	4	4	3
	Grant Funded	N/A	1	1	1	1
<u>Output:</u>						
Number of BMP's installed		N/A	18	52	60	60
Number acres covered by Soil Conservation plans*		N/A	1,266	2,406	2,200	2,200
*(Includes first time and updated plans)						
Number of ESC plans reviewed		N/A	414	363	420	420
Number of acres approved under ESC plan		N/A	2,644	2,230	2,650	2,650
<u>Efficiency:</u>						
Average number of hours spent per conservation plan		N/A	40	40	40	40
Average number of hours spent per BMP design**		N/A	N/A	80-320	80-320	80-320
**(dependent on site, size & complexity)						
<u>Service Quality:</u>						
Number of BMP requests on the waiting list		N/A	N/A	NA	100	146

Explanation and Analysis of Performance Measures

The Harford Soil Conservation District (SCD) works one-on-one with Harford County's farming community and rural landowners to implement a broad range of BMP's throughout the County to reduce nutrient and sediment loads. These BMP's are conservation practices that accomplish the Chesapeake Bay nutrient reduction goals while balancing the needs of crop and livestock production. MDA and NRCS provides the tracking systems for all BMP's installed and Conservation Planning efforts. This information is provided directly to the Bay Model.

Major Related Plans and Policies

The WIP has been drafted for Harford County to make efforts of meeting the Chesapeake Bay Initiative. The Ag sector reductions of nitrogen, phosphorous and sediment will be handled by the SCD. Certain BMP's will be the focus of implementation to achieve the reduction goals by 2025. Cover crop, ag waste storage facility, watering facility, heavy use area protection, riparian buffer, wetland restoration and stream bank protection are examples of BMP's that will reduce nutrient and sediment loads to waterway in the county.

New performance measures created in FY 12 Budget, previous tracking information unavailable.

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 2014 - FY 2015 GOALS:

TO GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE

TO INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/
HAVRE DE GRACE ENTERPRISE ZONES

TO UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT

TO FACILITATE GROWTH OF TECHNOLOGY - RELATED INDUSTRY

TO IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM AND MARKETING DOLLARS

ECONOMIC DEVELOPMENT

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,357,673	1,454,290	1,662,503	1,682,881	1,682,881
20 CONTRACTUAL SERVICES	228,680	405,897	418,009	396,050	421,050
30 SUPPLIES & MATERIALS	63,603	55,372	54,800	49,750	49,750
40 BUSINESS AND TRAVEL	47,221	41,382	48,375	46,375	46,375
50 CAPITAL OUTLAY	4,840	9,938	0	0	0
70 MISCELLANEOUS	470,092	483,310	270,500	355,500	355,500
80 INTER-GOVERNMENTAL/INTERFUND	943	1,094	1,500	1,500	1,500
GRAND TOTAL	<u>2,173,052</u>	<u>2,451,283</u>	<u>2,455,687</u>	<u>2,532,056</u>	<u>2,557,056</u>

SUMMARY BY FUND:

11 GENERAL	<u>2,173,052</u>	<u>2,451,283</u>	<u>2,455,687</u>	<u>2,532,056</u>	<u>2,557,056</u>
GRAND TOTAL	<u>2,173,052</u>	<u>2,451,283</u>	<u>2,455,687</u>	<u>2,532,056</u>	<u>2,557,056</u>

SUMMARY BY DIVISION:

651000	OFFICE OF ECONOMIC DEVELOPMENT	1,967,575	2,260,190	2,271,421	2,304,913	2,329,913
652000	TOURISM & MARKETING	<u>205,477</u>	<u>191,093</u>	<u>184,266</u>	<u>227,143</u>	<u>227,143</u>
GRAND TOTAL		<u>2,173,052</u>	<u>2,451,283</u>	<u>2,455,687</u>	<u>2,532,056</u>	<u>2,557,056</u>

ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,662,503	1,682,881	20,378	<u>PERSONAL SERVICES</u> Increase is the result of salary, workers' compensation and health benefits adjustments
418,009	421,050	3,041	<u>CONTRACTUAL SERVICES</u> Increase is the net result of providing Comcast at Swan Creek, and telephone and miscellaneous professional services adjustments based on actual expense history. Additional funds are provided to continue the County's National Marketing Campaign.
54,800	49,750	(5,050)	<u>SUPPLIES AND MATERIALS</u> Decrease is the result of delivery charges, food supplies and supplies and materials for groundbreaking ceremonies, events sponsorships and promotional items adjusted based on actual expense history. Funding for tourism production moved to Contractual Services.
48,375	46,375	(2,000)	<u>BUSINESS AND TRAVEL</u> County vehicle maintenance, mileage, transportation costs and training seminars, courses and meetings were adjusted based on actual expense history
270,500	355,500	85,000	<u>MISCELLANEOUS</u> Funding provided to the Harford Business Innovation Center, Susquehanna Workforce Development, Workforce Development Training, Economic Development Opportunity Fund, Chesapeake Science and Security Corridor (CSSC) Micro Enterprise Fund and the Conference and Visitor's Bureau

**DEPARTMENT STAFF SUMMARY
ECONOMIC DEVELOPMENT**

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	48,000	1.00	36,000	1.00	36,000
Administrative Assistant II	1.00	37,300	1.00	38,792	1.00	38,792
Administrative Secretary III	1.00	56,136	1.00	58,381	1.00	58,381
Administrative Specialist I	4.00	211,259	3.00	155,905	3.00	155,905
Administrative Specialist II	0.00	0	1.00	65,719	1.00	65,719
Administrator	1.00	94,744	1.00	98,534	1.00	98,534
Deputy Director of Economic Development	1.00	93,315	1.00	97,048	1.00	103,950
Director of Economic Development	1.00	121,217	1.00	126,066	1.00	126,066
Economic Development Associate	4.00	265,084	3.00	187,597	3.00	187,597
Senior Economic Development Associate	3.00	200,715	4.00	295,988	4.00	295,988
SALARY TOTAL	17.00	1,127,770	17.00	1,160,030	17.00	1,166,932
OTHER PERSONAL SERVICES						
Pension & Retirement		101,499		116,003		116,693
Workers' Compensation		19,330		20,111		22,689
Health Benefits		258,935		244,058		254,455
PEHP		0		31,946		31,024
FICA		85,381		87,975		88,708
Miscellaneous		2,380		2,380		2,380
TOTAL OTHER PERSONAL SERVICES		467,525		502,473		515,949
TOTAL PERSONAL SERVICES	17.00	1,595,295 *	17.00	1,662,503	17.00	1,682,881

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

ECONOMIC DEVELOPMENT
Office of Economic Development
Index #651000

ORIGIN/PURPOSE:

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, 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 2014 - FY 2015 GOALS:

TO GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE

TO INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONES

TO UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT

TO FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	1,244,827	1,350,022	1,556,479	1,576,388	1,576,388
20 CONTRACTUAL SERVICES	224,242	403,717	367,517	338,050	363,050
30 SUPPLIES AND MATERIALS	43,211	34,149	37,400	36,450	36,450
40 BUSINESS AND TRAVEL	39,012	32,552	38,025	37,025	37,025
50 CAPITAL OUTLAY	4,840	9,938	0	0	0
70 MISCELLANEOUS	410,500	428,718	270,500	315,500	315,500
80 INTER-GOVERNMENTAL/INTERFUND	943	1,094	1,500	1,500	1,500
GRAND TOTAL	<u>1,967,575</u>	<u>2,260,190</u>	<u>2,271,421</u>	<u>2,304,913</u>	<u>2,329,913</u>

FUNDING SOURCE:

11 GENERAL	<u>1,967,575</u>	<u>2,260,190</u>	<u>2,271,421</u>	<u>2,304,913</u>	<u>2,329,913</u>

ECONOMIC DEVELOPMENT Office of Economic Development Index #651000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,556,479	1,576,388	19,909	<u>PERSONAL SERVICES</u> Increase is the result of salary, workers' compensation and health benefits adjustments
367,517	363,050	(4,467)	<u>CONTRACTUAL SERVICES</u> Decrease is the net result of miscellaneous professional services adjusted based on actual expense history, offset to provide Comcast at Swan Creek and telephone service increase based on actuals
37,400	36,450	(950)	<u>SUPPLIES AND MATERIALS</u> Food supplies and promotional items, supplies for groundbreaking ceremonies and events sponsorships adjusted based on actual expense history
38,025	37,025	(1,000)	<u>BUSINESS AND TRAVEL</u> Maintenance costs for county vehicles decrease based on actual expense history
270,500	315,500	45,000	<u>MISCELLANEOUS</u> Increase for the Harford Business Innovation Center

DIVISION STAFF SUMMARY
Office of Economic Development
Index #651000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	48,000	1.00	36,000	1.00	36,000
Administrative Assistant II	1.00	37,300	1.00	38,792	1.00	38,792
Administrative Secretary III	1.00	56,136	1.00	58,381	1.00	58,381
Administrative Specialist I	4.00	211,259	3.00	155,905	3.00	155,905
Administrative Specialist II	0.00	0	1.00	65,719	1.00	65,719
Administrator	1.00	94,744	1.00	98,534	1.00	98,534
Deputy Director of Economic Development	1.00	93,315	1.00	97,048	1.00	103,950
Director of Economic Development	1.00	121,217	1.00	126,066	1.00	126,066
Economic Development Associate	3.00	192,669	2.00	112,285	2.00	112,285
Senior Economic Development Associate	3.00	200,715	4.00	295,988	4.00	295,988
SALARY TOTAL	16.00	1,055,355	16.00	1,084,718	16.00	1,091,620
OTHER PERSONAL SERVICES						
Pension & Retirement		94,982		108,472		109,162
Workers' Compensation		17,382		17,837		20,415
Health Benefits		247,320		233,616		243,412
PEHP		0		27,382		26,592
FICA		79,841		82,214		82,947
Miscellaneous		2,240		2,240		2,240
TOTAL OTHER PERSONAL SERVICES		441,765		471,761		484,768
TOTAL PERSONAL SERVICES	16.00	1,497,120 *	16.00	1,556,479	16.00	1,576,388

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

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 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$75,000	\$28,000	\$28,000	\$28,000	\$28,000
Number of staff	1	1	1	1	1
<u>Output:</u>					
Number of new Economic Development Opportunity Loan Fund applications	1	3	5	10	7
Number of meetings with prospective clients and existing businesses	25	75	65	100	75
<u>Efficiency:</u>					
Amount of time to process loan applications and loans	120 days	120 days	120 days	120 days	90 days
<u>Service Quality:</u>					
Percent of client contacts that are followed-up within 24 hours	100%	100%	100%	100%	100%
<u>Outcome:</u>					
Number of Economic Development Opportunity Loan applications processed	2	3	3	8	5

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. Decrease in dollars allocated is due to the need to cut Economic Development's budget based on economic conditions.

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 (to include manufacturing and agriculture) and facilitate collaboration with Aberdeen Proving Ground and the education community.

County Goal(s) Supported

IV. Economic Opportunity

Measure	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2015
<u>Input:</u>					
Dollars allocated	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000
Number of staff	1	2.5	2.5	2.5	2.5
<u>Output:</u>					
Number of technology companies serviced, including incubator companies and defense contractors	26*	34	39	40	46
Number of expanding resident technology companies	8*	5*	6*	10	10
Number of technology related workshops held *(Previously tracked as both new and expanding technology companies)	8**	18**	22**	25	27
<u>Efficiency:</u>					
Cost of conducting technology workshops	\$5,600	\$6,200	\$9,600	\$10,000	\$10,000
<u>Service Quality:</u>					
Percent of contacts from resident companies and company prospects responded to within 24 hours	92%	95%	95%	95%	95%
<u>Outcome:</u>					
Number of high value jobs created	140	90	80	75	80

*Actual numbers are lower due to delay of contracts, Federal budget uncertainty, sequestration impacts hitting in 2013/14 and implementation of BRAC complete

** More workshops held through Harford Business Innovation Center, partnering with the Ground Floor Small Business Technology Development Center, Procurement Technical Assistance Program and Technology Development Corporation's(TEDCO) Rural Business Initiative.

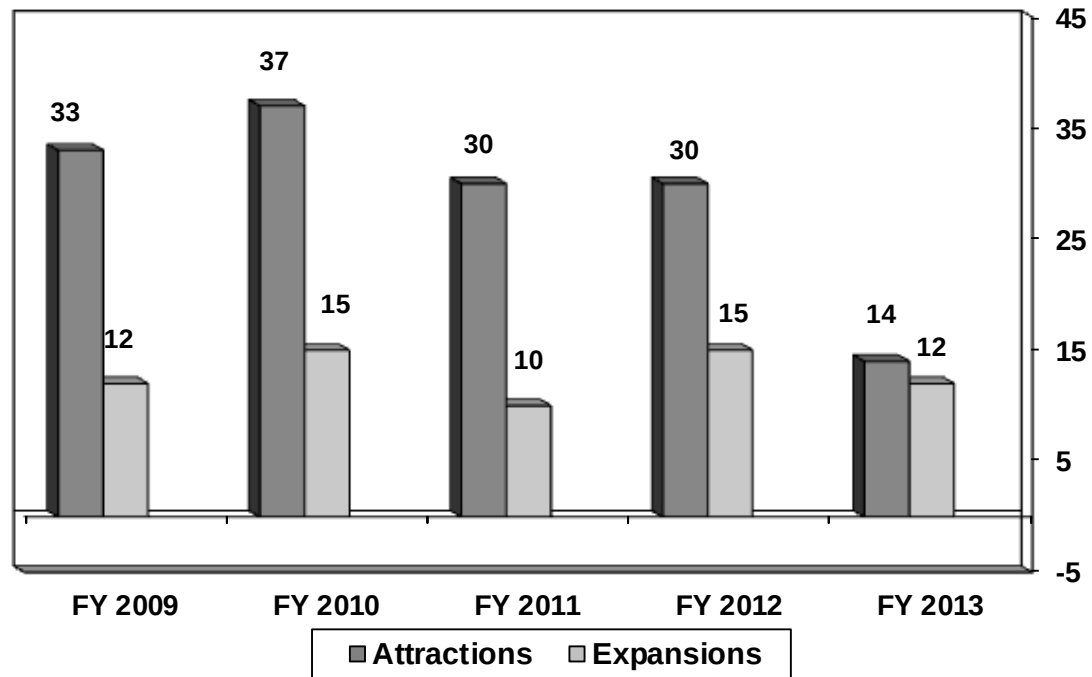
Explanation and Analysis of Performance Measures

Recruitment of technology companies, to include defense contractors, will provide higher wages for our citizens and establish our county as center for for technology excellence. Workshops promote entrepreneurship for technology start-ups.

Major Related Plans and Policies

Technology Development Master Plan - 2002; Technology Optimization Action Plan - 2008; Water and Sewer Master Plan; BRAC Planning & Action Committee (BPAC) Recommendations - 2006 Harford Business Innovation Center (executed Incubator Plan) - 2009, Venture Capital and Angel Reports, 2011

Office of Economic Development Economic Growth



ECONOMIC DEVELOPMENT
Tourism & Marketing
Index #652000

ORIGIN/PURPOSE:

The Tourism & 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 2014 - FY 2015 GOAL:

TO IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM AND MARKETING DOLLARS

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>					
10 PERSONAL SERVICES	112,846	104,268	106,024	106,493	106,493
20 CONTRACTUAL SERVICES	4,438	2,180	50,492	58,000	58,000
30 SUPPLIES AND MATERIALS	20,392	21,223	17,400	13,300	13,300
40 BUSINESS AND TRAVEL	8,209	8,830	10,350	9,350	9,350
70 MISCELLANEOUS	59,592	54,592	0	40,000	40,000
GRAND TOTAL	205,477	191,093	184,266	227,143	227,143

FUNDING SOURCE:

11 GENERAL	205,477	191,093	184,266	227,143	227,143

ECONOMIC DEVELOPMENT Tourism & Marketing Index #652000

FINANCIAL NOTES:

FY 14	FY 15	CHANGE	EXPLANATION OF INCREASE/DECREASE
50,492	58,000	7,508	<u>CONTRACTUAL SERVICES</u> Telephone service and advertising adjusted based on actual expense history. Funding provided for audio/video production services expenses previously budgeted as audio/video supplies.
17,400	13,300	(4,100)	<u>SUPPLIES AND MATERIALS</u> Funding for audio/video production services moved to Contractual Services in FY 15.
10,350	9,350	(1,000)	<u>BUSINESS AND TRAVEL</u> Mileage and training seminars, courses and meetings adjusted based on actual expense history
0	40,000	40,000	<u>MISCELLANEOUS</u> Contribution to the Conference and Visitor's Bureau

DIVISION STAFF SUMMARY
Tourism & Marketing
Index #652000

POSITION TITLE	ENACTED FY 13		ENACTED FY 14		ENACTED FY 15	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Economic Development Associate	1.00	72,415	1.00	75,312	1.00	75,312
SALARY TOTAL	1.00	72,415	1.00	75,312	1.00	75,312
OTHER PERSONAL SERVICES						
Pension & Retirement		6,517		7,531		7,531
Workers' Compensation		1,948		2,274		2,274
Health Benefits		11,615		10,442		11,043
PEHP		0		4,564		4,432
FICA		5,540		5,761		5,761
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		25,760		30,712		31,181
TOTAL PERSONAL SERVICES	1.00	98,175 *	1.00	106,024	1.00	106,493

*FY 13 Salaries and Other Personal Services are Enacted not Audited amounts

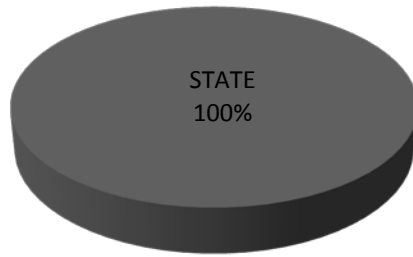
FY15 Anticipated Grant Award Dollars

(July 1, 2014 to June 30, 2015)

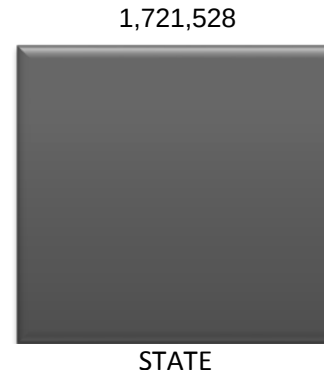
OFFICE OF ECONOMIC DEVELOPMENT**

** All anticipated grants reported by Susquehanna Workforce Network, Inc.

% of Anticipated Grant Dollars by Funder



Anticipated Grant Award Dollars



of Anticipated Grant Awards: 2

Requested County Match: \$0

State 2

*Does not include County Match or Capital Projects

Harford County accepts grant dollars from the Department of Labor, Licensing and Regulation, flowing through Susquehanna Workforce Network, Inc. Anticipated State funds will be used to support the Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan. Grant funds will also be utilized to cover the costs associated with the Early Intervention Specialist, which enhances the direct delivery of reemployment services and assistance.

Office of Economic Development** - Anticipated FY15 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Early Intervention	Grant funds will be utilized to cover the costs associated with the Early Intervention Specialist. This position will enhance the direct delivery of reemployment services and assistance. All expenditures will be made in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.		\$67,311			7/1/14 - 6/30/15	Recurring
Workforce Investment Act	The Susquehanna Region's Program Formula Allocation will be utilized to support Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.		\$1,654,217			7/1/14 - 6/30/15	Recurring
TOTALS			\$1,721,528				
TOTAL ANTICIPATED GRANT AWARDS	\$1,721,528		2				

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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
20	CONTRACTUAL SERVICES	167,460	164,931	254,000	212,000	212,000
60	DEBT SERVICE	81,414,250	141,972,824	80,681,314	70,324,876	70,324,876
	GRAND TOTAL	81,581,710	142,137,755	80,935,314	70,536,876	70,536,876
<u>SUMMARY BY FUND:</u>						
11	GENERAL	57,668,150	117,128,499	49,320,618	48,714,947	48,714,947
25	HIGHWAYS	1,241,578	692,172	977,756	688,826	688,826
27	AG PRESERVATION - COUNTY	4,278,798	6,229,808	5,323,395	5,964,799	5,964,799
31	TAX INCREMENT FINANCING	829,371	1,075,361	9,525,461	1,100,000	1,100,000
53	WATER & SEWER DEBT SERVICE	15,016,747	15,016,070	14,118,789	14,068,304	14,068,304
55	SOLID WASTE SERVICES	2,547,066	1,995,845	1,669,295	0	0
	GRAND TOTAL	81,581,710	142,137,755	80,935,314	70,536,876	70,536,876

DEBT SERVICE

ALL FUND SUMMARY:

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15

SUMMARY BY DIVISION:

661110	PRINCIPAL GENERAL FUND	27,007,265	27,823,944	28,872,951	29,743,903	29,743,903
662110	INTEREST GENERAL FUND	19,081,607	18,017,744	19,061,881	18,321,044	18,321,044
664110	SERVICE COSTS GENERAL FUND	531,765	505,181	670,000	650,000	650,000
665110	LEASE FINANCE PRINCIPAL GENERAL FUND	3,592,144	678,046	699,373	0	0
666110	LEASE FINANCE INTEREST GENERAL FUND	141,544	37,740	16,413	0	0
667110	CURRENT / ADVANCE REFUNDING	7,313,825	70,065,844	0	0	0
661250	PRINCIPAL HIGHWAYS FUND	7,934	41,000	200,500	377,945	377,945
662250	INTEREST HIGHWAYS FUND	198	27,336	138,077	280,881	280,881
664250	SERVICE COSTS HIGHWAYS FUND	11,003	14,657	30,000	30,000	30,000
665250	LEASE FINANCE PRINCIPAL HIGHWAYS FUND	1,155,834	577,060	595,211	0	0
666250	LEASE FINANCE INTEREST HIGHWAYS FUND	66,609	32,119	13,968	0	0
661270	PRINCIPAL AG PRESERVATION - COUNTY	1,116,128	2,966,960	2,090,108	2,797,558	2,797,558
662270	INTEREST AG PRESERVATION - COUNTY	3,081,180	3,221,629	3,173,287	3,107,241	3,107,241
664270	SERVICE COSTS AG PRESERVATION - COUNTY	81,490	41,219	60,000	60,000	60,000
662310	INTEREST TAX INCREMENT FINANCING	810,833	1,050,000	3,120,000	1,050,000	1,050,000
664310	SERVICE COSTS TAX INCREMENT FINANCING	18,538	25,361	6,405,461	50,000	50,000
661530	PRINCIPAL W & S DEBT SERVICE FUND	9,036,097	9,388,779	7,497,396	8,313,060	8,313,060
662530	INTEREST W & S DEBT SERVICE FUND	5,400,600	5,174,802	6,001,409	5,315,244	5,315,244
664530	SERVICE COSTS W & S DEBT SERVICE FUND	311,806	254,505	422,000	440,000	440,000
665530	LEASE FINANCE PRINCIPAL W & S DEBT SERVICE	250,151	187,545	193,444	0	0
666530	LEASE FINANCE INTEREST W & S DEBT SERVICE	18,093	10,439	4,540	0	0
661550	PRINCIPAL SOLID WASTE SERVICES	1,330,000	1,400,000	1,470,000	0	0
662550	INTEREST SOLID WASTE SERVICES	220,500	150,675	77,175	0	0
664550	SERVICE COSTS SOLID WASTE SERVICES	0	0	100,000	0	0
665550	LEASE FINANCE PRINCIPAL SOLID WASTE MGT	900,160	392,250	0	0	0
666550	LEASE FINANCE INTEREST SOLID WASTE MGT	96,406	52,920	22,120	0	0
	GRAND TOTAL	<u>81,581,710</u>	<u>142,137,755</u>	<u>80,935,314</u>	<u>70,536,876</u>	<u>70,536,876</u>

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds

Harford County went to the bond market March 11, 2014 for \$40,000,000 in Consolidated Public Improvement Bonds - Series 2014.

The County received the highest rating possible from all three investor services, making Harford County bond ratings:

Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement on March 11, 2014

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 15 Approved Capital Budget:

General Capital:

Courthouse Building Repairs	400,000
HMAN (Harford County Metro Area Network)	200,000
Harford County Southern Resource Annex	7,500,000
Total General	8,100,000

Board of Education:

Darlington Elementary School (HVAC)	1,535,000
Dublin Elementary School (HVAC)	2,055,000
Fallston High School (HVAC)	4,230,000
North Harford Middle School (Water Improvements)	500,000
Ring Factory ES HVAC	470,000
Youth's Benefit Elementary School Replacement	11,745,000
Total Board of Education	20,535,000

Solid Waste Services:

Air Pollution Control	(1,000,000)
HWDC Compost Area Facilities	435,000
Solid Waste Transfer Station	(784,314)
Tollgate Yard Trim Recycling Center	1,349,314
Total Solid Waste Services	0

Sheriff/Emergency/Fire:

New Emergency Operations Center Complex	10,000,000
700 MHz Wireless Radio System Equipment	4,000,000
Total Sheriff/Emergency/Fire	14,000,000

Parks and Recreation:

Enlarged Gymnasiums and Joint Facilities (YBES)	600,000
Total Parks and Recreation	600,000

Harford Community College

New Nursing and Allied Health Building	295,000
Total Harford Community College	295,000

Libraries:

Havre de Grace Expansion	6,185,000
Total Libraries	6,185,000

TOTAL GENERAL FUND PROJECTS 49,715,000

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
PRINCIPAL PAYMENTS:					
6101 County Bonds	7,727,395	7,499,922	7,826,639	8,037,917	8,037,917
6101 Current/Advance Refunding	7,313,825	70,065,844	0	0	0
6103 School Bonds	15,020,096	16,887,929	17,454,984	18,497,996	18,497,996
6105 College Bonds	1,266,915	1,831,501	2,191,614	1,948,604	1,948,604
6112 Notes	1,785,701	400,701	286,701	701	701
6114 Solid Waste Services	1,207,158	1,203,891	1,113,013	1,258,685	1,258,685
TOTAL PRINCIPAL PAYMENTS	34,321,090	97,889,788	28,872,951	29,743,903	29,743,903
INTEREST PAYMENTS:					
6201 County Bonds	3,737,215	3,470,154	3,782,470	4,489,156	4,489,156
6203 School Bonds	13,736,296	12,848,886	13,173,669	12,144,267	12,144,267
6205 College Bonds	703,461	852,735	1,184,403	925,926	925,926
6212 Notes	154,925	98,760	84,760	74,750	74,750
6214 Solid Waste Services	749,710	747,209	836,579	686,945	686,945
TOTAL INTEREST PAYMENTS	19,081,607	18,017,744	19,061,881	18,321,044	18,321,044
TOTAL PAYMENTS	53,402,697	115,907,532	47,934,832	48,064,947	48,064,947

HARFORD COUNTY, MARYLAND				
FY 15 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS				
			PRINCIPAL	INTEREST
			6101	6201
COUNTY BONDS:				
	2005	Bonds	355,714	26,679
	2007	Bonds	1,819,987	334,707
	2009	Refunding Bonds	847,284	108,673
	2009	Bonds	381,333	318,327
	2010	Refunding Bonds	1,200,547	397,294
	2010	Series A	975,600	333,330
	2010	Series B	0	573,653
	2012	Refunding Bonds	12,489	2,849
	2012	Bonds	493,425	292,293
	2013	Bonds	688,010	508,531
	2013	Refunding Bonds	45,585	639,731
	2014	Bonds	1,217,943	953,089
TOTAL COUNTY BONDS			8,037,917	4,489,156
SCHOOL BONDS:			6103	6203
	2005	Bonds	1,354,911	101,618
	2007	Bonds	3,894,630	716,248
	2009	Refunding Bonds	882,563	113,198
	2009	Bonds	3,688,666	3,079,198
	2010	Refunding Bonds	1,192,702	394,698
	2010	Series A	5,448,600	1,861,605
	2010	Series B	0	3,203,777
	2012	Refunding Bonds	513,428	117,160
	2012	Bonds	706,605	418,576
	2013	Bonds	507,992	375,474
	2013	Refunding Bonds	114,841	1,611,639
	2014	Bonds	193,058	151,076
TOTAL SCHOOL BONDS			18,497,996	12,144,267

HARFORD COUNTY, MARYLAND			
FY 15 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS			
		PRINCIPAL	INTEREST
		6105	6205
COLLEGE BONDS:			
2005	Bonds	136,093	10,207
2007	Bonds	498,000	91,585
2009	Refunding Bonds	168,703	21,638
2009	Bonds	59,583	49,739
2010	Refunding Bonds	160,038	52,961
2010	Series A	18,000	6,150
2010	Series B	0	10,584
2012	Refunding Bonds	200,083	45,657
2012	Bonds	477,615	282,928
2013	Bonds	144,500	106,805
2013	Refunding Bonds	13,613	191,035
2014	Bonds	72,376	56,637
TOTAL COLLEGE BONDS		1,948,604	925,926
SOLID WASTE SERVICES:			
1999	Water Quality Refunding Bonds	282,132	19,579
2005	Bonds	15,620	1,172
2007	Bonds	287,383	52,852
2009	Refunding Bonds	25,170	3,228
2009	Bonds	275,000	229,563
2010	Series A	232,200	79,335
2010	Series B	0	136,534
2012	Bonds	135,150	80,059
2013	Refunding Bonds	6,030	84,623
TOTAL SOLID WASTE SERVICES		1,258,685	686,945
NOTES: Principal & Interest on Short Term Financing:			
	PACA LTD	0	74,750
	Stuart Terrace	701	0
TOTAL NOTES		701	74,750
TOTAL GENERAL FUND PRINCIPAL & INTEREST		29,743,903	18,321,044

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661250 Principal, 662250 Interest - Highways Fund**

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
PRINCIPAL PAYMENTS:					
6101 County Bonds	7,934	41,000	200,500	377,945	377,945
TOTAL PRINCIPAL PAYMENTS	7,934	41,000	200,500	377,945	377,945
INTEREST PAYMENTS:					
6201 County Bonds	198	27,336	138,077	280,881	280,881
TOTAL INTEREST PAYMENTS	198	27,336	138,077	280,881	280,881
TOTAL PAYMENTS	8,132	68,336	338,577	658,826	658,826

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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
PRINCIPAL PAYMENTS:					
6113 Agricultural Preservation	1,116,128	2,966,960	2,090,108	2,797,558	2,797,558
TOTAL PRINCIPAL PAYMENTS	1,116,128	2,966,960	2,090,108	2,797,558	2,797,558
INTEREST PAYMENTS:					
6213 Agricultural Preservation	3,081,180	3,221,629	3,173,287	3,107,241	3,107,241
TOTAL INTEREST PAYMENTS	3,081,180	3,221,629	3,173,287	3,107,241	3,107,241
TOTAL PAYMENTS	4,197,308	6,188,589	5,263,395	5,904,799	5,904,799

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 662310 Interest
Tax Increment Financing**

This account is a special fund for deposit of a certain portion of the real property tax collected in a development district and used to finance or reimburse the cost of special obligation bonds for certain public improvements relating to the district without constituting a general obligation of the County.

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
INTEREST PAYMENTS:					
6201 County Bonds Beech Creek 1,050,000	810,833	1,050,000	3,120,000	1,050,000	1,050,000
TOTAL INTEREST PAYMENTS	810,833	1,050,000	3,120,000	1,050,000	1,050,000

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661530 Principal, 662530 Interest
Water & Sewer Debt Service Funds

Harford County went to the bond market March 11, 2014 for \$40,000,000 in Consolidated Public Improvement Bonds - Series 2014. The County received the highest rating possible from all three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement of March 11, 2014.

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 15 Approved Capital Budget:

Sewer Projects:

Bynum Run Parallel 6 & 7	1,045,000
Edgewood Interceptor Sewer Parallel	200,000
TOTAL SEWER PROJECTS	<u>1,245,000</u>

Water Projects:

Swan Harbor Tank and Transmission	(600,000)
Tollgate Road Water Main Parallel	(1,000,000)
Tollgate Road Water Main Parallel 15	1,000,000
TOTAL WATER PROJECTS	<u>(600,000)</u>

DEPARTMENT: DEBT SERVICE**DIVISION: Debt Service - 661530 Principal, 662530 Interest
Water & Sewer Debt Service Funds**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
PRINCIPAL PAYMENTS:					
6102 State Loans	2,119,934	1,646,068	319,539	783,293	783,293
6106 Water & Sewer Bonds	6,877,991	7,702,672	7,135,992	7,485,991	7,485,991
6109 Farmers Home Loans	38,172	40,039	41,865	43,776	43,776
TOTAL PRINCIPAL PAYMENTS	9,036,097	9,388,779	7,497,396	8,313,060	8,313,060
INTEREST PAYMENTS:					
6202 State Loans	178,746	116,725	66,261	58,298	58,298
6206 Water & Sewer Bonds	5,160,570	4,998,660	5,877,556	5,201,264	5,201,264
6209 Farmers Home Loans	61,284	59,417	57,592	55,682	55,682
TOTAL INTEREST PAYMENTS	5,400,600	5,174,802	6,001,409	5,315,244	5,315,244
TOTAL PAYMENTS	14,436,697	14,563,581	13,498,805	13,628,304	13,628,304

**HARFORD COUNTY, MARYLAND
FY 15 WATER & SEWER DEBT SERVICE
PRINCIPAL & INTEREST PAYMENTS**

		PRINCIPAL	INTEREST
		6102	6202
STATE LOANS:			
1999	Loans	70,425	8,829
1999	Refunding	712,868	49,469
TOTAL STATE LOANS		783,293	58,298
		6106	6206
WATER & SEWER BONDS:			
2005	Bonds	337,663	25,325
2007	Bonds	1,750,000	302,735
2009	Refunding Bonds	376,280	48,262
2009	Bonds	1,095,417	914,424
2010	Refunding Bonds	61,714	20,423
2010	Series A	2,325,600	794,580
2010	Series B	0	1,367,453
2012	Refunding Bonds	213,999	48,832
2012	Bonds	695,385	411,930
2013	Bonds	350,000	374,625
2013	Refunding Bonds	44,933	630,573
2014	Bonds	235,000	262,102
TOTAL WATER & SEWER BONDS		7,485,991	5,201,264
		6109	6209
FARMERS HOME LOAN:			
	Home Loan 2001 - Whiteford	31,253	34,545
	Home Loan 2004 - Old Joppa	5,374	7,238
	Oaklyn Manor	7,149	13,899
TOTAL FARMERS HOME LOAN		43,776	55,682
TOTAL WATER & SEWER DEBT SERVICE PRINCIPAL & INTEREST		8,313,060	5,315,244

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.
The final principal and interest payments will be completed during FY 14.

Lease Finance - 665110 Principal Payments	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
6107 Lease Purchase Principal Payments: 2009 Fleet Lease	2,156,120	678,046	699,373	0	0
6133 2007 School Lease	1,360,707	0	0	0	0
6135 2007 College Lease	75,317	0	0	0	0
TOTAL PRINCIPAL PAYMENTS	3,592,144	678,046	699,373	0	0
Lease Finance - 666110 Interest Payments	AUDITED FY 12	AUDITED FY 13	ENACTED FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
6207 Lease Purchase Interest Payments: 2009 Fleet Lease	100,869	37,740	16,413	0	0
6233 2007 School Lease	38,542	0	0	0	0
6235 2007 College Lease	2,133	0	0	0	0
TOTAL INTEREST PAYMENTS	141,544	37,740	16,413	0	0
TOTAL LEASE FINANCE PAYMENTS	3,733,688	715,786	715,786	0	0

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.

The final principal and interest payments will be completed during FY 14.

Lease Finance - 665250 Principal Payments	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
6107 Lease Purchase Principal Payments: 2009 Fleet Lease	1,155,834	577,060	595,211	0	0
TOTAL PRINCIPAL PAYMENTS	1,155,834	577,060	595,211	0	0
Lease Finance - 666250 Interest Payments	AUDITED FY 12	AUDITED FY 13	ENACTED FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
6207 Lease Purchase Interest Payments: 2009 Fleet Lease	66,609	32,119	13,968	0	0
TOTAL INTEREST PAYMENTS	66,609	32,119	13,968	0	0
TOTAL LEASE FINANCE PAYMENTS	1,222,443	609,179	609,179	0	0

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.

The final debt service payments will be completed during FY 14.

Lease Finance - 665530 Principal Payments	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
6136 Lease Purchase Principal Payments: 2009 Fleet Lease	250,151	187,545	193,444	0	0
TOTAL PRINCIPAL PAYMENTS	250,151	187,545	193,444	0	0
Lease Finance - 666530 Interest Payments	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
6236 Lease Purchase Interest Payments: 2009 Fleet Lease	18,093	10,439	4,540	0	0
TOTAL INTEREST PAYMENTS	18,093	10,439	4,540	0	0
TOTAL LEASE FINANCE PAYMENTS	268,244	197,984	197,984	0	0

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. The final debt payments will be completed in FY 14.

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
Lease Purchase Principal Payments:	2,230,160	1,792,250	1,470,000	0	0
TOTAL PRINCIPAL PAYMENTS	2,230,160	1,792,250	1,470,000	0	0
	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
Lease Purchase Interest Payments:	316,906	203,595	99,295	0	0
TOTAL INTEREST PAYMENTS	316,906	203,595	99,295	0	0
TOTAL LEASE FINANCE PAYMENTS	2,547,066	1,995,845	1,569,295	0	0

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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
GENERAL FUND					
CONTRACTUAL SERVICES:					
2602 Legal Services	5,771	7,753	55,000	40,000	40,000
2603 Management Services	0	0	10,000	5,000	5,000
2699 Other Professional Services (Bank Fees, etc.)	7,547	11,250	5,000	5,000	5,000
TOTAL CONTRACTUAL SERVICES	13,318	19,003	70,000	50,000	50,000
DEBT SERVICE:					
6303 Costs of Issuance	518,447	486,178	600,000	600,000	600,000
TOTAL GENERAL FUND SERVICE COSTS	531,765	505,181	670,000	650,000	650,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664250 Highways Fund**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
HIGHWAYS FUND					
CONTRACTUAL SERVICES:					
2699 Other Professional Services	0	176	2,000	2,000	2,000
DEBT SERVICE:					
6303 Costs of Issuance	11,003	14,481	28,000	28,000	28,000
TOTAL HIGHWAYS FUND SERVICE COSTS	11,003	14,657	30,000	30,000	30,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664270 AG Preservation - County**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
AG PRESERVATION - COUNTY					
CONTRACTUAL SERVICES:					
2602 Legal Services	37,383	28,391	30,000	30,000	30,000
DEBT SERVICE:					
6303 Costs of Issuance	44,107	12,828	30,000	30,000	30,000
TOTAL AG PRESERVATION-COUNTY SERVICE COSTS	81,490	41,219	60,000	60,000	60,000

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664310 Tax Increment Financing

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
TAX INCREMENT FINANCING					
DEBT SERVICE:					
6303 Costs of Issuance Beech Creek 50,000	18,538	25,361	6,405,461	50,000	50,000
TOTAL TAX INCREMENT FINANCING SERVICE COSTS	18,538	25,361	6,405,461	50,000	50,000

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664530 Water & Sewer Debt Service

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
WATER & SEWER DEBT SERVICE					
CONTRACTUAL SERVICES:					
2602 Legal Services	3,821	3,454	10,000	6,000	6,000
2603 Management Services	110,693	110,693	140,000	120,000	120,000
2699 Other Professional Services (Bank Fees, etc.)	2,245	3,214	2,000	4,000	4,000
TOTAL CONTRACTUAL SERVICES	116,759	117,361	152,000	130,000	130,000
DEBT SERVICE:					
6303 Costs of Issuance	195,047	137,144	270,000	310,000	310,000
TOTAL WATER & SEWER DEBT SERVICE COSTS	311,806	254,505	422,000	440,000	440,000

DEPARTMENT: DEBT SERVICE**DIVISION: Service Costs - 664550 Solid Waste Services - Waste to Energy Plant**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
SOLID WASTE SERVICES					
DEBT SERVICE:					
6303 Costs of Issuance	0	0	100,000	0	0
TOTAL SOLID WASTE SERVICES SERVICE COSTS	0	0	100,000	0	0
TOTAL ALL FUNDS SERVICE COSTS	954,602	840,923	7,687,461	1,230,000	1,230,000

INSURANCE

ORIGIN/PURPOSE:

The County maintains a Self-Insurance Fund for the purpose of paying Workers' Compensation, General and Automobile Liability claims and County Property Damage losses. Self-Insurance funding is determined on the basis of an annual contracted actuarial analysis and internal evaluation of loss experience and exposures. Funding requirements are allocated to the following budgets: General Fund Insurance, Highways Fund Insurance, and Water and Sewer Operating Fund Insurance. At the start of each fiscal year, these budgeted funds are transferred into the Self-Insurance Fund, from which all claims are paid. Costs of insurance for the Libraries, Sheriff's Office and Detention Center are reflected in their budgets.

The Self-Insurance Program is administered by a Risk Manager, required by County Code (Part I, Chapter 9, Article XXII, Risk Management, Safety and Accident Review Board.) The County implemented a policy of combining commercially purchased insurance with the retention of higher deductible levels, the use of selective self-insurance programs and the implementation of a risk management program, which includes a Countywide safety program.

Workers' Compensation:

Harford County carries excess commercial coverage, with a \$2,500,000 retention level for claims. The County is also required to maintain reserve funds of \$750,000 for Workers' Compensation claims in accordance with Article 101, Section 16 of the Code of Public General Laws of Maryland.

General and Automobile Liability:

Since September 5, 1991 the County has carried excess commercial coverage, with a \$350,000 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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
	<u>SUMMARY BY CHARACTER:</u>					
20	CONTRACTUAL SERVICES	0	1,706,233	1,627,698	0	0
	GRAND TOTAL	<u>0</u>	<u>1,706,233</u>	<u>1,627,698</u>	<u>0</u>	<u>0</u>

INSURANCE

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY FUND:</u>						
11	GENERAL	0	1,063,401	1,010,872	0	0
25	HIGHWAYS	0	390,004	364,742	0	0
51	WATER AND SEWER	0	252,828	252,084	0	0
	GRAND TOTAL	0	1,706,233	1,627,698	0	0

SUMMARY BY DIVISION:

671110	GENERAL FUND INSURANCE	0	1,063,401	1,010,872	0	0
671250	HIGHWAYS INSURANCE	0	390,004	364,742	0	0
671510	WATER AND SEWER INSURANCE	0	252,828	252,084	0	0
	GRAND TOTAL	0	1,706,233	1,627,698	0	0

NOTE:

No funds are appropriated for FY 15. There are sufficient funds in the Self-Insurance Fund, therefore no appropriation is required for FY 15.

INSURANCE					
	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
GENERAL FUND INSURANCE INDEX # 671110					
2599 Other Insurance	0	1,063,401	1,010,872	0	0
HIGHWAYS FUND INSURANCE INDEX # 671250					
2599 Other Insurance	0	390,004	364,742	0	0
WATER & SEWER OPERATING FUND INSURANCE INDEX # 671510					
2599 Other Insurance	0	252,828	252,084	0	0
TOTAL OTHER INSURANCE	0	1,706,233	1,627,698	0	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 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
10	PERSONNEL SERVICES	1,622,926	1,265,479	2,241,386	2,062,344	2,112,344
20	CONTRACTUAL SERVICES	4,555,030	3,126,906	4,782,960	5,515,960	5,515,960
	GRAND TOTAL	6,177,956	4,392,385	7,024,346	7,578,304	7,628,304

SUMMARY BY FUND:

11	GENERAL	4,441,353	3,212,730	5,267,380	5,690,468	5,740,468
25	HIGHWAYS	1,343,613	821,695	1,257,953	1,326,233	1,326,233
51	WATER AND SEWER	392,990	357,960	499,013	561,603	561,603
	GRAND TOTAL	6,177,956	4,392,385	7,024,346	7,578,304	7,628,304

SUMMARY BY DIVISION:

681110	GENERAL FUND BENEFITS	4,441,353	3,212,730	5,267,380	5,690,468	5,740,468
681250	HIGHWAYS BENEFITS	1,343,613	821,695	1,257,953	1,326,233	1,326,233
681510	WATER AND SEWER BENEFITS	392,990	357,960	499,013	561,603	561,603
	GRAND TOTAL	6,177,956	4,392,385	7,024,346	7,578,304	7,628,304

DEPARTMENT: BENEFITS**DIVISION: BENEFITS****INDEX: 681110**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
GENERAL FUND BENEFITS INDEX # 681110					
1203 Firemen's Pension Per actuarial and Treasurer's adjustments	2,026,627	1,970,503	1,934,886	1,980,844	2,030,844
1299 Other Unfunded past service liability costs for Liquor Board employees in the State Retirement and Pension Plans	5,786	5,786	6,500	6,500	6,500
1301 Workers' Compensation	489,497	0	198,000	75,000	75,000
1399 Other Health Insurance	(906,653)	(640,580)	0	0	0
2505 Unemployment Insurance	53,923	34,436	48,960	48,960	48,960
2507 Death Benefits	16,686	17,745	20,000	20,000	20,000
2514 Retiree's Insurance Per actuarial	2,755,487	1,824,840	3,059,034	3,559,164	3,559,164
TOTAL INDEX	4,441,353	3,212,730	5,267,380	5,690,468	5,740,468

DEPARTMENT: BENEFITS

DIVISION: BENEFITS

INDEX: 681250, 681510

	AUDITED FY 12	AUDITED FY 13	ENACTED FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
HIGHWAYS FUND BENEFITS INDEX # 681250					
1301 Workers' Compensation	203,957	0	54,000	0	0
1399 Other Health Insurance Health Care Consortium Call No funding required for FY 15	(143,345)	(90,712)	0	0	0
2505 Unemployment Insurance	28,421	10,151	20,000	20,000	20,000
2507 Death Benefits	0	0	2,000	2,000	2,000
2514 Retiree's Insurance Per actuarial	1,254,580	902,256	1,181,953	1,304,233	1,304,233
TOTAL INDEX	1,343,613	821,695	1,257,953	1,326,233	1,326,233
WATER & SEWER FUND BENEFITS INDEX # 681510					
1301 Workers' Compensation	122,374	0	48,000	0	0
1399 Other Health Insurance Health Care Consortium Call No funding required for FY 15	(175,317)	20,482	0	0	0
2505 Unemployment Insurance	0	10,912	9,000	9,000	9,000
2507 Death Benefits	0	13,620	2,000	2,000	2,000
2514 Retiree's Insurance Per actuarial	445,933	312,946	440,013	550,603	550,603
TOTAL INDEX	392,990	357,960	499,013	561,603	561,603

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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 15 are allocated to the following budgets: General Fund, Highways Fund, Parks and Recreation Special Revenue and Water and Sewer.

The General Fund Paygo account also includes funding allocations for Closure Reserve, Rural Legacy Program and a grant to support the Stormwater Management Fund.

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.

Stormwater Management Fund Grant is support from the General Fund.

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
	<u>SUMMARY BY CHARACTER:</u>					
70	MISCELLANEOUS	21,624,741	39,624,130	31,599,540	18,198,704	18,623,704
	GRAND TOTAL	<u>21,624,741</u>	<u>39,624,130</u>	<u>31,599,540</u>	<u>18,198,704</u>	<u>18,623,704</u>

PAYGO

ALL FUND SUMMARY:

		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY FUND:</u>						
11	GENERAL	9,688,918	18,065,995	16,745,328	4,888,704	5,313,704
25	HIGHWAYS	10,245,000	15,280,135	9,480,762	7,000,000	7,000,000
26	PARKS & RECREATION SPECIAL REVENUE	0	0	0	150,000	150,000
51	WATER AND SEWER OPERATING	1,690,823	6,278,000	5,373,450	6,160,000	6,160,000
	GRAND TOTAL	<u>21,624,741</u>	<u>39,624,130</u>	<u>31,599,540</u>	<u>18,198,704</u>	<u>18,623,704</u>

<u>SUMMARY BY DIVISION:</u>						
705110	PAYGO GENERAL FUND	9,688,918	18,065,995	16,501,062	4,586,680	5,011,680
705110	PAYGO GENERAL FUND - STORMWATER MGT. GRANT	0	0	194,266	252,024	252,024
705110	PAYGO GENERAL FUND - RURAL LEGACY	0	0	50,000	50,000	50,000
705250	PAYGO HIGHWAYS	10,245,000	15,280,135	9,480,762	7,000,000	7,000,000
705260	PAYGO PARKS & RECREATION-SPECIAL REVENUE	0	0	0	150,000	150,000
705510	PAYGO WATER AND SEWER	1,690,823	6,278,000	5,373,450	6,160,000	6,160,000
	GRAND TOTAL	<u>21,624,741</u>	<u>39,624,130</u>	<u>31,599,540</u>	<u>18,198,704</u>	<u>18,623,704</u>

DEPARTMENT: PAYGO**DIVISION: PAYGO GENERAL FUND**

Index No. 705110

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
7601 CAPITAL IMPROVEMENTS	9,688,918	18,065,995	16,501,062	4,586,680	5,011,680

For FY 15, General Fund Paygo funds amounting to \$5,011,680, will provide for the following capital projects:

GENERAL:

Automated External Defibrillator's (AED's)	20,000
Facilities Repair Program	100,000
Fleet Replacement	500,000
Infrastructure Efficiency Capital Investment	11,537
Refresh Program	300,000
Safeguarding Business Operations	900,000
Underground & Aboveground Storage Tank Mgt.	25,000
Total General Projects	<u>1,856,537</u>

LIBRARIES:

Joppa Branch-Centralized Dehumidification	100,000
Technology	100,000
Total Libraries Projects	<u>200,000</u>

SHERIFF/EMERGENCY/FIRE:

Public Safety Communication in School Bldgs	50,000
TRT Equipment	50,000
Norrisville Station	125,000
VFC Facility Repair	100,000
Total Sheriff/Emergency/Fire Projects	<u>325,000</u>

BOARD OF EDUCATION

Fountain Green Elementary School Technology	200,000
Hickory Elementary School Technology	100,000
Total Board of Education Projects	<u>300,000</u>

WATER RESOURCES:

Joppatowne Area Watershed Restoration	150,000
Plumtree Run Watershed Restoration	75,000
Sams Branch Watershed Restoration	100,000
Stormwater Enhancement	(10,000)
Stormwater Pollution Prevention	20,000
Watershed Restoration Improvements	(200,000)
Watershed/Stream Assessment Studies	105,000
Woodbridge Retrofit and Stream Restoration	(240,000)
Total Water Resources Projects	<u>0</u>

SOLID WASTE SERVICES:

Environmental Studies and Projects	60,000
HWDC Landfill Capping	2,270,000
HWDC Pavement Upgrades	143
Total Solid Waste Services Projects	<u>2,330,143</u>

PARKS AND RECREATION:

Jarrettsville Recreation Center	425,000
Northern Regional Park	(425,000)
Total Parks and Recreation Projects	<u>0</u>

DEPARTMENT: PAYGO**DIVISION: PAYGO HIGHWAYS FUND****Index No. 705250**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
7601 CAPITAL IMPROVEMENTS	10,245,000	15,280,135	9,480,762	7,000,000	7,000,000

For FY 15, Highways Fund Paygo funds amounting to \$7,000,000, will provide for the following capital projects:

BRIDGES:

Bridge and Road Scour Repairs	50,000
Bridge Inspection Program	50,000
Bridge Rehabilitation	500,000
Carrs Mill Road Bridge #216	75,000
Chestnut Hill Bridge #40	30,000
Culvert Rehabilitation	50,000
Edwards Lane Culvert	50,000
Macton Road Bridge #145	75,000
New Park Road Bridge #125	35,000
Phillips Mill Road Bridge #70	10,000
Prospect Road Bridge #217	15,000
Robinson Mill Road Bridge #154	55,000
Stafford Road Bridge #24	40,000
Total Bridges Projects	<u>1,035,000</u>

RESURFACING:

Resurfacing Roadways	4,815,000
Total Resurfacing Projects	<u>4,815,000</u>

OTHER:

Efficiency Capital Investment Project	25,000
Facilities Repair Program	(100,000)
Fleet Replacement	1,815,000
HMAN (Harford County Metro Area Network)	50,000
Refresh Program	85,000
Total Other Projects	<u>1,875,000</u>

ROADWAYS:

Bel Air Transportation Study	20,000
Guardrails	125,000
Moores Mill Road	(400,000)
Schucks Road Culvert Replacement	130,000
Wheel Road (Laurel Bush to Fairway)	(600,000)
Total Roadways Projects	<u>(725,000)</u>

DEPARTMENT: PAYGO

DIVISION: WATER & SEWER FUND

Index No. 705510

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
7601 CAPITAL IMPROVEMENTS	1,690,823	6,278,000	5,373,450	6,160,000	6,160,000

For FY 15, Water and Sewer Fund Paygo funds amounting to \$6,160,000, will provide for the following capital projects:

WATER PROJECTS:

Construction Unanticipated 15	460,000
Fleet Replacement	800,000
Fuel Dispensing System Upgrade	60,000
HMAN (Harford County Metro Network)	250,000
Refresh Program	90,000
Renewal and Replacement Water Infrastructure	100,000
Replacement of Water Booster Station (SCADA)	300,000
Tank Painting FY 15	300,000
Underground and Aboveground Storage Tank Mgt	50,000
Water and Sewer Billing Project	1,500,000
Water Meter Upgrade	130,000
Total Water Projects	<u>4,040,000</u>

SEWER PROJECTS:

Bynum Ridge Replacement Sewer	200,000
Renewal and Replacement Sewer Infrastructure	200,000
Ring Factory PS and Fairwind Farms Abandonment	720,000
Sod Run Facility Improvements	1,000,000
Total Sewer Projects	<u>2,120,000</u>

DEPARTMENT: PAYGO

DIVISION: PAYGO GENERAL FUND - CLOSURE RESERVE AND RURAL LEGACY PROGRAM

Index No. 705110

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
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 15 an allocation of \$50,000 is appropriated for the Rural Legacy Program administrative expenses and no allocation is provided for Closure Reserve.

APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

ORIGIN/PURPOSE:

Appropriation to Towns

Harford County Government is mandated by the Annotated Code of Maryland, Article 25, Section 220, subtitled, "Grants to Municipalities in Lieu of Shared Taxes," to make appropriations on behalf of its three municipalities of Aberdeen, Bel Air, and Havre de Grace. As stated in the statute, beginning in Fiscal Year 1968-69, and continuing every fiscal year hereafter, there is paid to each of the three incorporated municipalities, an amount of money equal to the amount received for Fiscal Year 1967-68 by such municipality under Section 30(D) of Article 81 of the Annotated Code of Maryland, related to apportionment of shared taxes on banks and financial corporations.

Additionally, this budget includes the differential or refund paid to the municipalities for police services. Appropriation of monies is based on an established formula, previously agreed upon between County Government and the municipalities.

Appropriation to State

The State of Maryland charges Harford County a fee to administer the Supplemental County Homeowner's Tax Credit Program. All applications are filed with the State Department of Assessments and Taxation. Applications are processed at the State level and the County is notified electronically of all approved credits. For FY 15 an estimated appropriation of \$40,000 is included to pay the State for these costs.

A large portion of the cost of operating the local Harford County Office of the State Department of Assessments and Taxation was shifted to the County in FY 12. An appropriation of \$1,000,000 has been included to cover this expense in FY 15.

Other Government Agencies

Funding is provided for the operating expenses of the Humane Society. Funds were previously budgeted under the Department of Licenses and Permits.

APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

ALL FUND SUMMARY:		AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
<u>SUMMARY BY CHARACTER:</u>						
70	MISCELLANEOUS	4,490,461	4,924,020	5,264,846	5,293,549	5,293,549
	GRAND TOTAL	4,490,461	4,924,020	5,264,846	5,293,549	5,293,549
<u>SUMMARY BY FUND:</u>						
11	GENERAL	4,490,461	4,924,020	5,264,846	5,293,549	5,293,549
	GRAND TOTAL	4,490,461	4,924,020	5,264,846	5,293,549	5,293,549
<u>SUMMARY BY DIVISION:</u>						
707110	Appropriation to Towns	2,995,891	3,360,383	3,574,846	3,503,549	3,503,549
708110	Appropriation to State	1,494,570	1,563,637	1,040,000	1,040,000	1,040,000
709110	Other Government Agencies	0	0	650,000	750,000	750,000
	GRAND TOTAL	4,490,461	4,924,020	5,264,846	5,293,549	5,293,549

DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

Index No. 707110

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
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 1,128,512 Bel Air 1,133,357 Havre de Grace 1,220,992 <u>3,482,861</u>	2,975,203	3,339,695	3,554,158	3,482,861	3,482,861
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	2,995,891	3,360,383	3,574,846	3,503,549	3,503,549

DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES**Index No. 708110**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
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 for share of the cost of administering the County's State Department of Assessments and Taxation office. 1,000,000 <u>1,040,000</u>	1,494,570	1,563,637	1,040,000	1,040,000	1,040,000
SUB-TOTAL APPROPRIATION TO STATE	1,494,570	1,563,637	1,040,000	1,040,000	1,040,000

DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES**Index No. 709110**

	AUDITED FY 12	AUDITED FY 13	ORIGINAL BUDGET FY 14	EXECUTIVE PROPOSED FY 15	ENACTED FY 15
7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES Funding is provided for the operating costs of the Humane Society Funding previously budgeted under the Department of Licenses and Permits	0	0	650,000	750,000	750,000
SUB-TOTAL OTHER GOVERNMENT AGENCIES	0	0	650,000	750,000	750,000
TOTAL APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES	4,490,461	4,924,020	5,264,846	5,293,549	5,293,549

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HARFORD COUNTY, MARYLAND STATEMENT OF CONTINGENCY RESERVE

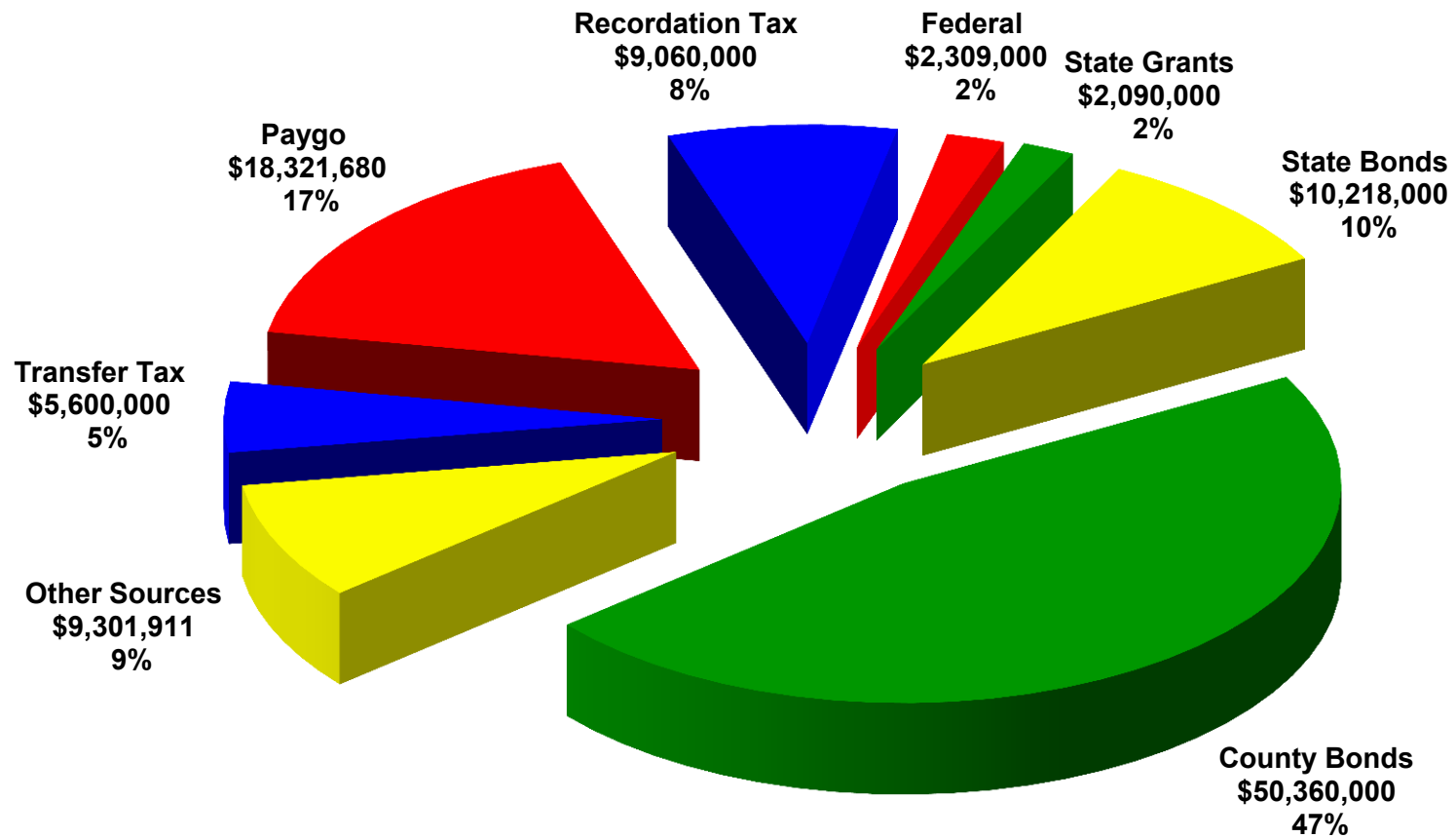
The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . . " The following contingency reserve funds which represents 0.02 percent of the General Fund and 0.44 percent of the Highways Fund, have been included in the Approved Fiscal Year 2014-2015 Operating Budget.

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

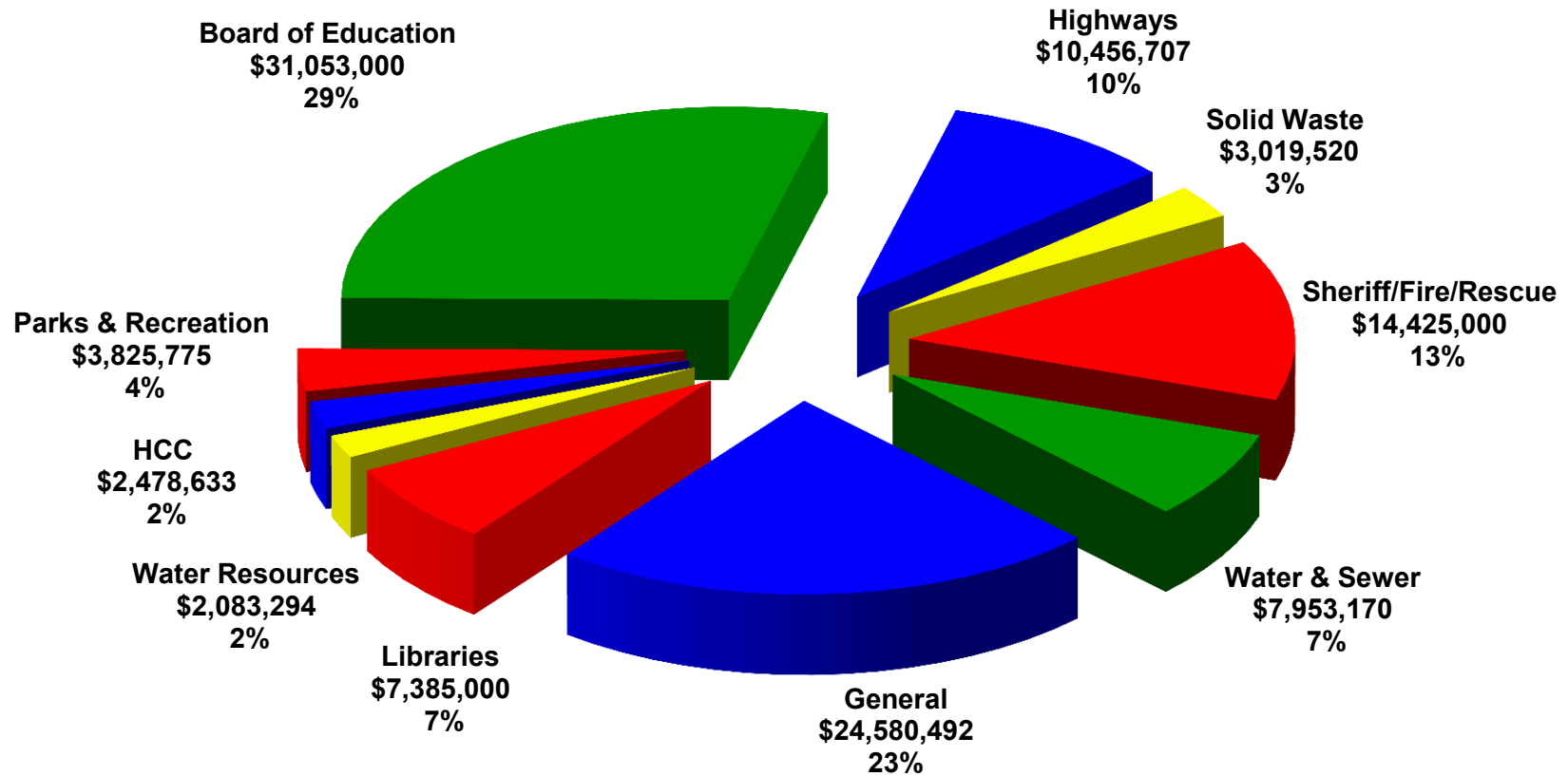
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CAPITAL BUDGET and CAPITAL IMPROVEMENT PROGRAM

**APPROVED CAPITAL BUDGET
REVENUES
FISCAL YEAR 2014 - 2015
TOTAL BUDGET \$107,260,591**



**APPROVED CAPITAL BUDGET
APPROPRIATIONS
FISCAL YEAR 2014 - 2015
TOTAL BUDGET \$107,260,591**



FY 15 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

GENERAL FUND

GENERAL CAPITAL

Automated External Defibrillator's (AED's)	20,000	20,000	0	0	0	0	0	0	0	0	0
Board of Education Debt Service 15	14,260,492	0	0	1,560,492	5,600,000	7,100,000	0	0	0	0	0
Courthouse Building Repairs	400,000	0	400,000	0	0	0	0	0	0	0	0
Facilities Repair Program	100,000	100,000	0	0	0	0	0	0	0	0	0
Fleet Replacement	500,000	500,000	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	200,000	0	200,000	0	0	0	0	0	0	0	0
Harford County Southern Resource Annex	7,500,000	0	7,500,000	0	0	0	0	0	0	0	0
Infrastructure Efficiency Capital Investment Projects	350,000	11,537	0	38,463	0	0	300,000	0	0	0	0
Refresh Program	300,000	300,000	0	0	0	0	0	0	0	0	0
Safeguarding Business Operations	925,000	900,000	0	25,000	0	0	0	0	0	0	0
Underground and Aboveground Storage Tank Management	25,000	25,000	0	0	0	0	0	0	0	0	0

SUB-TOTAL GENERAL	24,580,492	1,856,537	8,100,000	1,623,955	5,600,000	7,100,000	300,000	0	0	0	0

WATER RESOURCES

Edgewood Plaza Retrofit and Stream Restoration	(9,812)	0	0	(9,812)	0	0	0	0	0	0	0
Joppatowne Area Watershed Restoration	150,000	150,000	0	0	0	0	0	0	0	0	0
Maintenance/Repair of Dams 14	450,000	0	0	0	0	0	0	0	0	0	450,000
Plumtree Run Watershed Restoration	75,000	75,000	0	0	0	0	0	0	0	0	0
Riverside Area Watershed Restoration	215,886	0	0	215,886	0	0	0	0	0	0	0
Sams Branch Watershed Restoration	100,000	100,000	0	0	0	0	0	0	0	0	0
Stormwater Enhancement	(10,000)	(10,000)	0	0	0	0	0	0	0	0	0
Stormwater Pollution Prevention	30,000	20,000	0	10,000	0	0	0	0	0	0	0
Sunnyview Stream Restoration	(292,780)	0	0	(292,780)	0	0	0	0	0	0	0
Watershed Restoration Improvements	(200,000)	(200,000)	0	0	0	0	0	0	0	0	0
Watershed/Stream Assessment Studies	140,000	105,000	0	0	0	0	0	0	35,000	0	0
Wheel Creek Watershed Restoration	1,675,000	0	0	375,000	0	0	1,250,000	0	0	0	50,000
Woodbridge Retrofit and Stream Restoration	(240,000)	(240,000)	0	0	0	0	0	0	0	0	0

SUB-TOTAL WATER RESOURCES	2,083,294	0	0	298,294	0	0	1,250,000	0	35,000	0	500,000

FY 15 APPROVED CAPITAL BUDGET											
PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

GENERAL FUND

EMERGENCY SERVICES

New Emergency Operations Center Complex	10,000,000	0	10,000,000	0	0	0	0	0	0	0	0
911 State Fee Fund	100,000	0	0	0	0	0	100,000	0	0	0	0
Public Safety Communication in School Buildings	50,000	50,000	0	0	0	0	0	0	0	0	0
700 MHz Wireless Radio System Equipment	4,000,000	0	4,000,000	0	0	0	0	0	0	0	0
TRT Equipment	50,000	50,000	0	0	0	0	0	0	0	0	0

VOLUNTEER FIRE COMPANIES

Norrisville Station	125,000	125,000	0	0	0	0	0	0	0	0	0
VFC Facility Repair	100,000	100,000	0	0	0	0	0	0	0	0	0

SUB-TOTAL EMERGENCY/FIRE	14,425,000	325,000	14,000,000	0	0	0	100,000	0	0	0	0

HARFORD COMMUNITY COLLEGE

Belcamp Renovation	150,000	0	0	0	0	0	0	0	0	0	150,000
Computer Equipment/Technology	898,633	0	0	0	0	0	0	0	0	0	898,633
Maryland Hall Conversion	305,000	0	0	0	0	0	0	0	0	0	305,000
New Nursing and Allied Health Building	295,000	0	295,000	0	0	0	0	0	0	0	0
Site and Parking Lot Improvements	380,000	0	0	0	0	0	0	0	0	0	380,000
Susquehanna Roof Replacement	450,000	0	0	0	0	0	0	0	0	0	450,000

SUB-TOTAL HCC	2,478,633	0	295,000	0	0	0	0	0	0	0	2,183,633

LIBRARIES

Havre de Grace Expansion	7,185,000	0	6,185,000	0	0	0	0	0	400,000	0	600,000
Joppa Branch - Centralized Dehumidification	100,000	100,000	0	0	0	0	0	0	0	0	0
Technology	100,000	100,000	0	0	0	0	0	0	0	0	0

SUB-TOTAL LIBRARIES	7,385,000	200,000	6,185,000	0	0	0	0	0	400,000	0	600,000

FY 15 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

GENERAL FUND

BOARD OF EDUCATION

Darlington Elementary School (HVAC)	2,138,000	0	1,535,000	0	0	0	603,000	0	0	0	0
Dublin Elementary School (HVAC)	3,994,000	0	2,055,000	0	0	0	1,939,000	0	0	0	0
Fallston High School (HVAC)	9,047,000	0	4,230,000	0	0	0	4,817,000	0	0	0	0
Fountain Green Elementary School Technology	200,000	200,000	0	0	0	0	0	0	0	0	0
Hickory Elementary School Technology	100,000	100,000	0	0	0	0	0	0	0	0	0
North Harford Middle School (Water Improvements)	500,000	0	500,000	0	0	0	0	0	0	0	0
Ring Factory ES HVAC	1,099,000	0	470,000	0	0	0	629,000	0	0	0	0
Youth's Benefit Elementary School Replacement	13,975,000	0	11,745,000	0	0	0	2,230,000	0	0	0	0

SUB-TOTAL BOARD OF EDUCATION	31,053,000	300,000	20,535,000	0	0	0	10,218,000	0	0	0	0

SUB-TOTAL GENERAL FUND CAPITAL	82,005,419	2,681,537	49,115,000	1,922,249	5,600,000	7,100,000	11,868,000	0	435,000	0	3,283,633

SOLID WASTE SERVICES

SOLID WASTE SERVICES

Air Pollution Control	(1,000,000)	0	(1,000,000)	0	0	0	0	0	0	0	0
Environmental Studies and Projects	120,000	60,000	0	60,000	0	0	0	0	0	0	0
HWDC Compost Area Facilities	435,000	0	435,000	0	0	0	0	0	0	0	0
HWDC Landfill Capping	2,270,000	2,270,000	0	0	0	0	0	0	0	0	0
HWDC Pavement Upgrades	200,000	143	0	199,857	0	0	0	0	0	0	0
Solid Waste Transfer Station	(784,314)		(784,314)	0	0	0	0	0	0	0	0
Tollgate Yard Trim Recycling Center 15	1,375,081	0	1,349,314	25,767	0	0	0	0	0	0	0
Waste to Energy Repairs 15	403,753	0	0	403,753	0	0	0	0	0	0	0

SUB-TOTAL SOLID WASTE CAPITAL	3,019,520	2,330,143	0	689,377	0	0	0	0	0	0	0

TOTAL ALL GENERAL FUND CAPITAL	85,024,939	5,011,680	49,115,000	2,611,626	5,600,000	7,100,000	11,868,000	0	435,000	0	3,283,633

FY 15 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

PARKS & RECREATION FUND

PARKS & RECREATION

Abingdon Road Park	150,000	0	0	0	0	150,000	0	0	0	0	0
ADA Improvements	50,000	0	0	0	0	50,000	0	0	0	0	0
Anita C. Leight Center Improvements	120,000	0	0	0	0	30,000	0	90,000	0	0	0
Athletic Field Improvements	100,000	0	0	100,000	0	0	0	0	0	0	0
Backstop Renovations	100,000	0	0	0	0	50,000	0	0	0	0	50,000
Bleacher Renovations	60,000	0	0	0	0	30,000	0	0	0	0	30,000
Cedar Lane Sports Complex Improvements	150,000	0	0	150,000	0	0	0	0	0	0	0
Churchville Center Renovations	20,000	0	0	0	0	20,000	0	0	0	0	0
Debris/Derelict Boats	50,000	0	0	0	0	0	50,000	0	0	0	0
Emmorton Recreation and Tennis Center Improvements	25,000	0	0	0	0	25,000	0	0	0	0	0
Enlarged Gymnasiums and Joint Facilities (YBES)	600,000	0	600,000	0	0	0	0	0	0	0	0
Facility Renovations	300,000	0	0	0	0	200,000	0	0	0	0	100,000
Fallston Recreation Complex Improvements	200,000	0	0	0	0	200,000	0	0	0	0	0
Indoor Recreation Facility - Forest Hill/Hickory	250,000	0	0	0	0	250,000	0	0	0	0	0
Jarrettsville Recreation Center	510,775	425,000	0	85,775	0	0	0	0	0	0	0
Liriodendron Improvements	45,000	0	0	0	0	35,000	0	0	0	0	10,000
Mariner Point Park Renovations	100,000	0	0	0	0	0	0	0	0	100,000	0
McFaul Activity Center Renovations	250,000	0	0	0	0	250,000	0	0	0	0	0
Natural Turf Improvements	160,000	0	0	0	0	80,000	0	0	0	0	80,000
Northern Regional Park	(425,000)	(425,000)	0	0	0	0	0	0	0	0	0
Park Improvements	60,000	0	0	0	0	60,000	0	0	0	0	0
Parkland Acquisition	100,000	0	0	0	0	30,000	0	70,000	0	0	0
Playground Equipment	400,000	0	0	0	0	200,000	0	200,000	0	0	0
Swan Harbor Farm Improvements *	150,000	150,000	0	0	0	0	0	0	0	0	0
SWM Pond Repair and Renovations	50,000	0	0	0	0	50,000	0	0	0	0	0
Tennis/Multipurpose Court	100,000	0	0	0	0	100,000	0	0	0	0	0
Trails and Linear Parks	150,000	0	0	0	0	150,000	0	0	0	0	0

*Paygo funds from Parks & Recreation Special Revenue Fund

TOTAL PARKS & RECREATION CAPITAL	3,825,775	150,000	600,000	335,775	0	1,960,000	50,000	360,000	0	100,000	270,000

FY 15 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

HIGHWAYS FUND

HIGHWAYS

BRIDGES

Bridge and Road Scour Repairs	50,000	50,000	0	0	0	0	0	0	0	0	0
Bridge Inspection	850,000	50,000	0	0	0	0	0	0	800,000	0	0
Bridge Rehabilitation	500,000	500,000	0	0	0	0	0	0	0	0	0
Carrs Mill Road Bridge #216	200,000	75,000	0	0	0	0	0	0	125,000	0	0
Chestnut Hill Bridge #40	120,000	30,000	0	0	0	0	0	0	90,000	0	0
Culvert Rehabilitation	50,000	50,000	0	0	0	0	0	0	0	0	0
Edwards Lane Culvert	50,000	50,000	0	0	0	0	0	0	0	0	0
Harford Creamery Road Bridge #104	430,000	0	146,000	0	0	0	0	0	284,000	0	0
Hess Road Bridge #82	300,000	0	150,000	0	0	0	0	0	0	150,000	0
Macton Road Bridge #145	75,000	75,000	0	0	0	0	0	0	0	0	0
New Park Road Bridge #125	35,000	35,000	0	0	0	0	0	0	0	0	0
Phillips Mill Road Bridge #70	15,000	10,000	0	0	0	0	0	0	5,000	0	0
Prospect Road Bridge #217	50,000	15,000	0	0	0	0	0	0	35,000	0	0
Robinson Mill Road Bridge #154	265,000	55,000	75,000	0	0	0	0	0	135,000	0	0
Stafford Road Bridge #24	200,000	40,000	0	0	0	0	0	0	160,000	0	0
SUB-TOTAL BRIDGES	3,190,000	1,035,000	371,000	0	0	0	0	0	1,634,000	150,000	0

ROADWAYS

Bel Air Transportation Study	300,000	20,000	0	0	0	0	0	0	240,000	0	40,000
Guardrails	125,000	125,000	0	0	0	0	0	0	0	0	0
Landis Circle - Foxborough Farms	350,000	0	0	0	0	0	0	0	0	0	350,000
MD152/Oakmont Road/Port Lane	(371,000)	0	(371,000)	0	0	0	0	0	0	0	0
Moore's Mill Road	(400,000)	(400,000)	0	0	0	0	0	0	0	0	0
New Roads and Stormdrains	100,000	0	0	0	0	0	0	0	0	100,000	0
Schucks Road Culvert Replacement	130,000	130,000	0	0	0	0	0	0	0	0	0
Traffic Signals 15	109,601	0	0	109,601	0	0	0	0	0	0	0
Wheel Road (Laurel Bush to Fairway)	(600,000)	(600,000)	0	0	0	0	0	0	0	0	0
SUB-TOTAL ROADWAYS	(256,399)	(725,000)	(371,000)	109,601	0	0	0	0	240,000	100,000	390,000

FY 15 APPROVED CAPITAL BUDGET											
PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

HIGHWAYS FUND

HIGHWAYS

RESURFACING

Resurfacing Roadways	5,603,106	4,815,000	0	788,106	0	0	0	0	0	0	0
SUB-TOTAL RESURFACING	5,603,106	4,815,000	0	788,106	0	0	0	0	0	0	0

OTHER

Efficiency Capital Investment Project	55,000	25,000	0	0	0	0	30,000	0	0	0	0
Facilities Repair Program	(100,000)	(100,000)	0	0	0	0	0	0	0	0	0
Fleet Replacement	1,815,000	1,815,000	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	50,000	50,000	0	0	0	0	0	0	0	0	0
Refresh Program	85,000	85,000	0	0	0	0	0	0	0	0	0
Sidewalks and Handicapped Ramps	15,000	0	0	0	0	0	0	0	0	0	15,000
SUB-TOTAL OTHER	1,920,000	1,875,000	0	0	0	0	30,000	0	0	0	15,000

TOTAL HIGHWAYS FUND CAPITAL	10,456,707	7,000,000	0	897,707	0	0	30,000	0	1,874,000	250,000	405,000

FY 15 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

WATER & SEWER FUND

WATER PROJECTS

Construction Unanticipated 15	460,000	460,000	0	0	0	0	0	0	0	0	0
Fleet Replacement	800,000	800,000	0	0	0	0	0	0	0	0	0
Fuel Dispensing System Upgrade	60,000	60,000	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	250,000	250,000	0	0	0	0	0	0	0	0	0
Refresh Program	90,000	90,000	0	0	0	0	0	0	0	0	0
Renewal and Replacement Water Infrastructure	100,000	100,000	0	0	0	0	0	0	0	0	0
Replacement of Water Booster Station (SCADA)	300,000	300,000	0	0	0	0	0	0	0	0	0
Swan Harbor Tank and Transmission	(600,000)	0	(600,000)	0	0	0	0	0	0	0	0
Tank Painting FY 15	800,000	300,000	0	500,000	0	0	0	0	0	0	0
Tollgate Road Water Main Parallel	(1,292,227)	0	(1,000,000)	(292,227)	0	0	0	0	0	0	0
Tollgate Road Water Main Parallel 15	1,292,227	0	1,000,000	292,227	0	0	0	0	0	0	0
Underground and Aboveground Storage Tank Management	50,000	50,000	0	0	0	0	0	0	0	0	0
Water and Sewer Billing Project	1,500,000	1,500,000	0	0	0	0	0	0	0	0	0
Water Meter Upgrade	130,000	130,000	0	0	0	0	0	0	0	0	0

SUB-TOTAL WATER PROJECTS	3,940,000	4,040,000	(600,000)	500,000	0	0	0	0	0	0	0

SEWER PROJECTS

Bynum Ridge Replacement Sewer	200,000	200,000	0	0	0	0	0	0	0	0	0
Bynum Run Parallel 6&7	1,693,170	0	1,045,000	648,170	0	0	0	0	0	0	0
Edgewood Interceptor Sewer Parallel	200,000	0	200,000	0	0	0	0	0	0	0	0
Renewal and Replacement Sewer Infrastructure	200,000	200,000	0	0	0	0	0	0	0	0	0
Ring Factory Pump Station and Fairwind Farms Abandonment	720,000	720,000	0	0	0	0	0	0	0	0	0
Sod Run Facility Improvements	1,000,000	1,000,000	0	0	0	0	0	0	0	0	0

SUB-TOTAL SEWER PROJECTS	4,013,170	2,120,000	1,245,000	648,170	0	0	0	0	0	0	0

TOTAL WATER & SEWER FUND CAPITAL	7,953,170	6,160,000	645,000	1,148,170	0	0	0	0	0	0	0

	TOTAL	PAYGO	COUNTY BONDS	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

TOTAL APPROVED CAPITAL BUDGET	107,260,591	18,321,680	50,360,000	4,993,278	5,600,000	9,060,000	11,948,000	360,000	2,309,000	350,000	3,958,633

FISCAL YEAR 2015 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 15 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.
- 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.

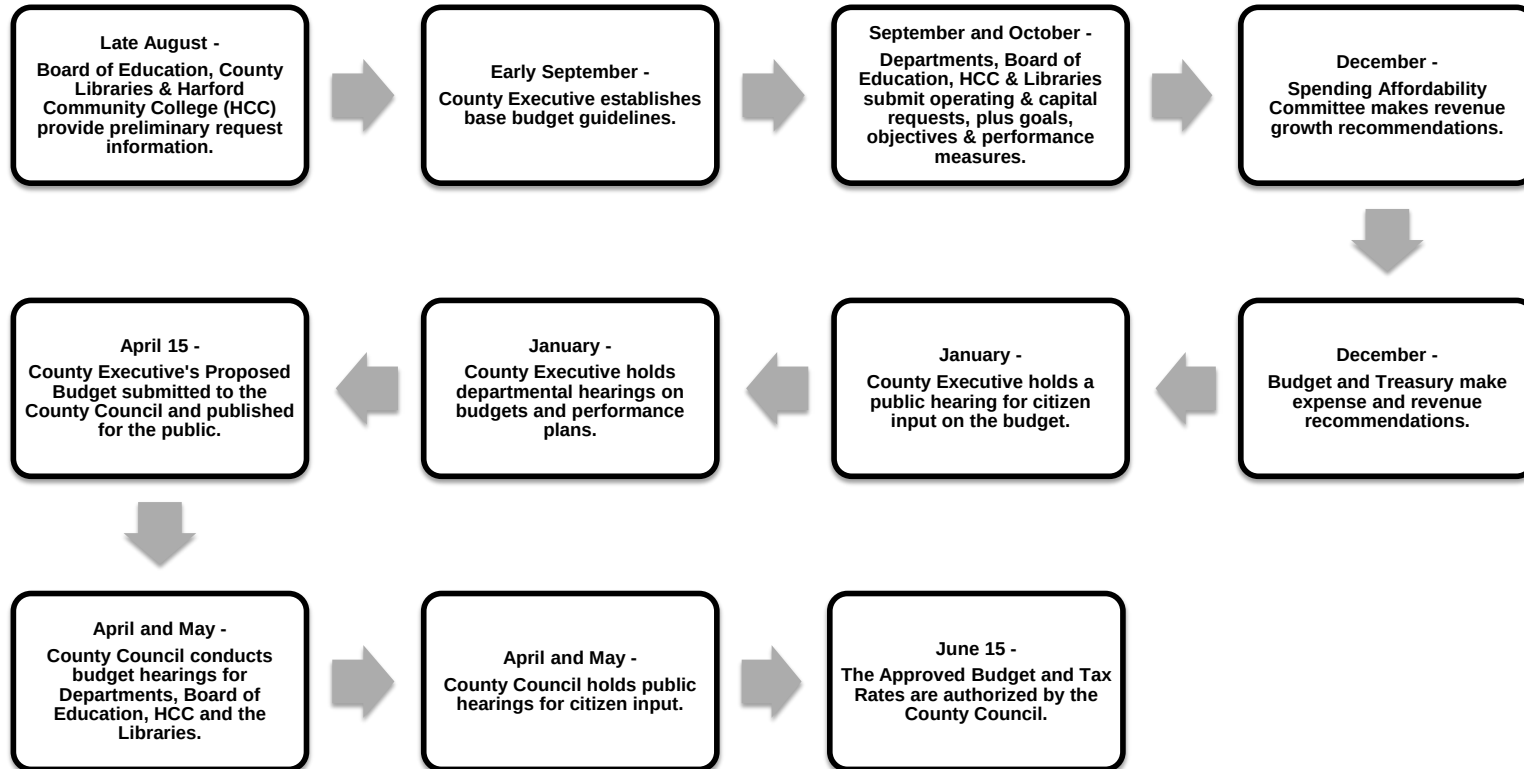
CAPITAL PROGRAM PROJECT PROFILE

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 2015 APPROVED
CAPITAL BUDGET HIGHLIGHTS**

HARFORD COUNTY'S CAPITAL BUDGET PROCESS



FISCAL YEAR 2015 APPROVED CAPITAL BUDGET HIGHLIGHTS

FISCAL YEAR 2015 CAPITAL BUDGET HIGHLIGHTS

The FY 2015 Approved Capital Budget consists of 134 projects at a total cost of \$107,260,591. It is supported by several revenue sources. General Obligation Bonds and Paygo funding comprise a portion of the revenue sources with bonds supporting almost \$50.3 million or 47% of total and Paygo funding supporting \$18.3 million or 17% of total. State Aid provides \$11.9 million or 11% of the Capital Budget. The remaining 25% or \$26.6 million is comprised of recordation and transfer taxes, federal aid, 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 provide extensive repairs to the Bel Air Courthouse	400,000
Continued expansion at the Harford County Southern Resource Annex - specifically for the Housing Agency and various functions of the Health Department	7,500,000
A project to allow for the collection of Recordation Tax and Transfer Tax in the Capital Projects fund in accordance with State law. Recordation Taxes and Transfer Tax 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.	14,260,492
A project to integrate and modernize enterprise software applications and architecture across Harford County. This will include Enterprise Resource Planning, Applications and Database modernization and consolidation and enhancement.	925,000
Funding for the replacement of aging vehicles and equipment	500,000

Emergency/Fire Projects

Emergency Operations funding to begin construction on Phase II of the Emergency Operations/Dispatch Center; a project to ensure interoperability with Baltimore County and regional radio systems through 700 and 800 MHz channels; and a project that will provide emergency communication abilities within public middle and high schools	14,200,000
Projects for the Volunteer Fire Companies provide funds for the repair/renovation to existing fire stations	225,000

Libraries

Funding for the expansion of the Havre de Grace branch; technology upgrades for various library branches; and a dehumidification system for the Joppa Library branch.	7,385,000

FISCAL YEAR 2015 APPROVED CAPITAL BUDGET HIGHLIGHTS

Parks and Recreation Projects

Funding for the engineering and design of the Jarrettsville Recreation Center by installation of artificial turf	510,775
Funding for the acquisition of land to be used for active and/or passive park sites	100,000
Renovation and repairs at existing Parks and Recreation facilities	300,000
Purchase and installation of playground equipment at various parks throughout the County.	400,000

Harford Community College

All but one of the Harford Community College FY 15 capital projects are funded entirely with College funds. These projects include Computer Equipment/Technology, Site and Parking Lot Improvements and Roof Replacement at the Susquehanna Center; Harford County is providing \$295,000 for the New Nursing and Allied Health Building.	2,478,633

Board of Education Projects

FY 15 funding for the Board of Education includes four major comprehensive HVAC projects at Darlington Elementary School, Dublin Elementary School, Ring Factory Elementary School and Fallston High School. Also included are funds for water improvements at North Harford Middle School and construction funding for the replacement of Youth's Benefit Elementary School; and technology upgrades at Fountain Green Elementary School and Hickory Elementary School.	31,053,000

Solid Waste Services Projects

Solid Waste projects include funding for basic facilities for personnel at the Harford Waste Disposal Center Compost facility (HWDC) to include indoor restrooms, running water and a break/lunch room area; capping of completed cells at the HWDC; and a customer service building at the Tollgate Yard Trim Recycling Center.	3,019,520

Highways Projects

Bridges - Fifteen bridge projects, which include repair, replacement, rehabilitation, and structural evaluation.	10,456,707
Roadways - Nine projects provide for improvements to various roads and intersections	
Resurfacing - Resurfacing of various roadways	
Other - Six projects including funding for sidewalks and handicapped ramps, replacement of fleet, and culvert rehabilitation, and a refresh program for Countywide computers.	

Water and Sewer Projects

Projects for Water and Sewer include funds to procure and implement the replacement Water and Sewer billing system; a project to construct a water transmission main parallel; water meter upgrades; tank painting; construction of the Bynum Run Parallel 6 and 7; and improvements at the Sod Run facility.	7,953,170

HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCES
CAPITAL FUND

	<u>GENERAL</u>	<u>HIGHWAYS</u>	<u>PARKS & REC.</u>	<u>TOTAL</u>
<u>TOTAL FUND BALANCE AT JUNE 30, 2013</u>	<u>52,371,961</u>	<u>13,347,069</u>	<u>4,081,091</u>	<u>69,800,121</u>
Less: Restricted Fund Balance				
Recordation and Transfer Tax	2,660,492	0	457,135	3,117,627
Bond Proceeds	20,801,783	0	0	20,801,783
Less: Unrestricted Fund Balance				
Appropriation of Fund Balance	2,173,979	375,747	0	2,549,726
Encumbrances	<u>26,735,707</u>	<u>12,971,322</u>	<u>3,623,956</u>	<u>43,330,985</u>
	<u>52,371,961</u>	<u>13,347,069</u>	<u>4,081,091</u>	<u>69,800,121</u>
Fund Balance Available for Appropriation at June 30, 2013				
Undesignated Fund Balance	0	0	0	0
Estimated Revenues - Open Project	716,238,298	87,574,624	72,484,431	876,297,353
Estimated Expenditures - Open Project	<u>(715,485,458)</u>	<u>(86,676,917)</u>	<u>(72,148,656)</u>	<u>(874,311,031)</u>
Fund Balance Available for Appropriation at June 30, 2014				
Undesignated Fund Balance	<u>752,840</u>	<u>897,707</u>	<u>335,775</u>	<u>1,986,322</u>
Fund Balance Available for Appropriation at June 30, 2014				
Undesignated Fund Balance	752,840	897,707	335,775	1,986,322
Estimated Revenues Fiscal Year 2015				
Paygo	5,011,680	7,000,000	150,000	12,161,680
Recordation Tax	7,100,000	0	1,960,000	9,060,000
Transfer Tax	5,600,000	0	0	5,600,000
Reappropriated from Prior Projects	2,611,626	897,707	335,775	3,845,108
Future Bonds	49,115,000	0	600,000	49,715,000
Federal Grant	435,000	1,874,000	0	2,309,000
State Bonds	10,218,000	0	0	10,218,000
State Grants	1,650,000	30,000	410,000	2,090,000
Developer Contribution	0	250,000	100,000	350,000
Other	<u>3,283,633</u>	<u>405,000</u>	<u>270,000</u>	<u>3,958,633</u>
Total Estimated Revenues Fiscal Year 2015	<u>85,024,939</u>	<u>10,456,707</u>	<u>3,825,775</u>	<u>99,307,421</u>
Estimated Expenditures Fiscal Year 2015	<u>(85,024,939)</u>	<u>(10,456,707)</u>	<u>(3,825,775)</u>	<u>(99,307,421)</u>
Fund Balance Available for Appropriation at June 30, 2015				
Undesignated Fund Balance	<u>752,840</u>	<u>897,707</u>	<u>335,775</u>	<u>1,986,322</u>

HARFORD COUNTY, MARYLAND STATEMENT OF ESTIMATED UNRESTRICTED NET ASSETS WATER & SEWER CAPITAL FUND

	<u><u>WATER & SEWER</u></u>
Unrestricted Net Assets June 30, 2013	0
Estimated Revenues - Open Projects	245,744,184
Estimated Expenditures - Open Projects	<u>(245,744,184)</u>
Estimated Unrestricted Net Assets June 30, 2014	<u><u>0</u></u>
 Estimated Revenues Fiscal Year 2015	
Paygo	6,160,000
Future Bonds	645,000
Reappropriated	<u>1,148,170</u>
Total Estimated Revenues Fiscal Year 2015	7,953,170
Estimated Expenditures Fiscal Year 2015	(7,953,170)
Estimated Unrestricted Net Assets June 30, 2015	<u><u>0</u></u>

DEDICATED RECORDATION TAX

STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE

	BOARD OF EDUCATION	PARKS & RECREATION	WATER & SEWER DEBT SERVICE
UNDESIGNATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013	833,078	299,745	0
Plus Fiscal Year 2014 Estimated Recordation Tax Revenues	7,000,000	1,749,738	1,749,738
Less Fiscal Year 2014 Estimated Expenditures	<u>(6,800,000)</u>	<u>(1,528,442)</u>	<u>(1,749,738)</u>
 ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	 1,033,078	 521,041	 0
Plus Fiscal Year 2015 Estimated Revenues:			
2015 Recordation Tax receipts	7,100,000	1,774,734	1,774,734
Less Fiscal Year 2015 Estimated Expenditures	<u>(8,133,078)</u>	<u>(2,295,775)</u>	<u>(1,774,734)</u>
 ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2015	 <u><u>0</u></u>	 <u><u>0</u></u>	 <u><u>0</u></u>

DEDICATED TRANSFER TAX STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE

	AGRICULTURAL PRESERVATION	BOARD OF EDUCATION
TOTAL FUND BALANCE AT JUNE 30, 2013	51,613,603	0
Less: Committed Fund Balance Designated for Other Purposes	<u>(48,873,277)</u>	<u>0</u>
UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013	2,740,326	0
Plus Fiscal Year 2014 Estimated Revenues:		
Transfer Tax		
2014 Transfer Tax receipts	5,500,000	5,500,000
Other Revenues	1,436,219	0
Less Fiscal Year 2014 Estimated Expenditures	<u>(6,236,219)</u>	<u>(4,972,586)</u>
UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014	3,440,326	527,414
Plus Fiscal Year 2015 Estimated Revenues:		
Transfer Tax		
2015 Transfer Tax receipts	5,600,000	5,600,000
Other Revenue	3,978,132	0
Less Fiscal Year 2015 Estimated Expenditures	<u>(10,900,100)</u>	<u>(6,127,414)</u>
ESTIMATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2015	<u>2,118,358</u>	<u>0</u>

DEDICATED IMPACT FEE STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE

**BOARD OF
EDUCATION**

**UNDESIGNATED IMPACT FEE FUND BALANCE AVAILABLE FOR
APPROPRIATION AT JUNE 30, 2013**

0

Plus Fiscal Year 2014 Estimated Impact Fee Revenues

2,484,000

Less Fiscal Year 2014 Estimated Expenditures

(2,484,000)

**ESTIMATE IMPACT FEE FUND BALANCE AVAILABLE FOR
APPROPRIATION AT JUNE 30, 2014**

0

Plus Fiscal Year 2015 Estimated Revenues:

Fiscal Year 2015 Impact Fee Revenues

2,500,000

Less Fiscal Year 2015 Estimated Expenditures

(2,500,000)

**ESTIMATED IMPACT FEE FUND BALANCE AVAILABLE FOR
APPROPRIATION AT JUNE 30, 2015**

0

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET				
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	OPERATING BUDGET IMPACT
GENERAL				
Courthouse Building Repairs	5,034,900	400,000	This project is to allocate funds for any necessary upgrades or repairs required at the Courthouse Building. FY 15 funding will provide for replacement of the HVAC system, window retoration of the courthouse, masonry restoration, roof and elevator replacements.	The replacement of the HVAC system is anticipated to save the County \$35,000 in energy savings in the first year. The County also anticipates saving over \$5,000 in labor, materials, and maintenance costs associated with service calls to repair existing HVAC system.
Facilities Repair Program	11,062,852	100,000	This project is an umbrella account for the repair/replacement of County roofs, parking lots, HVAC equipment, windows and other building structures. Projects programmed for FY 15 include the replacement of the 45 S. Main Street Roof, HVAC Controls and windows, the Mary Risteau parking lot, 212 S. Bond Street Parking lot and the Bel Air Library parking lot.	It is anticipated that the County will save approximately \$5,000 in reduced energy usage.
Harford County Metro Area Network (HMAN)	12,200,000	200,000	This project is 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. HMAN will allow the consolidation of existing disparate communication networks into a single secure high speed IP network providing internet; Ethernet and voice over IP.	There will be some cost incurred in annual maintenance fees for the equipment. There is also an opportunity for additional revenue to be generated by selling access through a third party.
Harford County Southern Resource Annex	34,510,362	7,500,000	This project provides funding to plan, design, and construct several governmental type structures on a parcel of County property along Route 40 in the Edgewood community.	When construction on the facility is completed, the impact on the operating budget will be an anticipated reduction between \$850,000-\$1,400,000.
Infrastructure Efficiency Capital Investment Projects	1,615,000	350,000	This project will identify and implement infrastructure projects at facilities annually that will increase operational efficiency through reducing operating costs and the County's environmental footprint. The projects will emphasize making facilities safe, secure, functional and efficient for the delivery of services to the constituents of Harford County.	The impact to the operating budget will result in reducing operating costs and increasing operational efficiency through strategic investment in energy efficient projects.
Refresh Program	3,035,000	300,000	This project is to refresh the computers, network infrastructure, server, storage, software and peripherals throughout the County. This project will be an ongoing maintenance effort to keep the County's equipment current and to replace equipment as it becomes obsolete or out of support.	This will reduce the likelihood of a large unexpected expense of replacing large volumes of equipment at one time. This will contribute to a more stable operating environment. With the refresh project we are able to take advantage of best pricing for a larger volume of computers and also to have an inventory to reduce down time.
Safeguarding Business Operations	15,700,400	925,000	The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications, and Database modernization.	While some of the new software applications will require annual license and/or maintenance fees, the savings will far exceed this cost. The bulk of the savings will come from the Mainframe Sunset. We are currently spending over \$1M each year to maintain the Mainframe which is nearing the end of its useful life. There would be considerable cost in replacing the Mainframe.

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET				
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	OPERATING BUDGET IMPACT
<u>GENERAL</u>				
Underground and Aboveground Storage Tank Management	200,000	25,000	The purpose of this capital project is for the design and construction to replace, repair and retrofit the various aboveground and underground storage tanks maintained by Harford County for improved safety and reliability.	Impact to the operating budget will be minimal if the repair and replacement of the tanks occur proactively as scheduled. Delaying the repair and replacement until failure would endanger the community, the environment and would cost exponentially more.
<u>EMERGENCY SERVICES</u>				
New Emergency Operations Center Complex	46,444,525	10,000,000	This project provides funding for construction of a new Emergency Operations/Dispatch Center (Phase I) and a new Hazmat and Radio Shop (Phase 2).	A geothermal electric system as well as the increased size of the building will increase electric charges; however, heating fuel usage will be eliminated. Custodial services, grounds maintenance, and water and sewer charges will increase due to the size of the new facility. A security guard and maintenance worker will possibly need to be hired. Snow removal may need to be contracted out due to the necessity of having the parking lot clear at all times.
700 MHz Wireless Radio System Equipment	27,693,412	4,000,000	This is a federally mandated project to upgrade sites and purchase proper equipment to accommodate 700 and 800 MHz channels and to comply with APCO P-25 technology standards.	The Motorola maintenance contract will increase with the new equipment and the fact that we are now providing this equipment to our public service employees as well as public safety employees.
<u>PARKS AND RECREATION</u>				
Abingdon Road Park	150,000	150,000	Construction of a small park with trails and a pavilion at the former Spencer's Landfill behind the Abingdon Water Treatment Plant. This former landfill site is approximately 20 acres. Once the park area is developed, it will create approximately 3 acres that will require regular mowing and related maintenance.	The Department currently pays approximately \$15/acre for private contractors to mow at some park sites. Assuming a site is mowed 20 times per mowing season, this location will cost \$900 per season to maintain.
Jarrettsville Recreation Center	6,360,775	510,775	Construction of a recreation center to serve the needs in the Jarrettsville community. The Center would be similar to the Center in Norrisville and include a gymnasium, multipurpose room, office space, and a possible fitness room. Design is scheduled for FY 15 with construction to occur in FY 16 and FY 17. Based on that schedule the center would open in FY 2017.	Full time equivalent Parks and Recreation employees (4.5 total FTE's) include one Recreation Specialist IV or V; one Administrative Assistant II; and 2.5 Building Custodians/Attendants
Parkland Acquisition	5,656,000	100,000	This project is for acquisition of property to add to the County park inventory. The amount of acreage the Department is able to purchase is affected by the location and price of each parcel. Since the beginning of 2006, the Department has added over 450 acres to its inventory. While not all of these sites required regular mowing at the time of their acquisition, most of the acreage will be developed into future park sites if they have not already been developed and require more intensive maintenance.	The Department currently pays approximately \$15/acre for private contractors to mow at some park sites. Assuming a site is mowed 20 times per mowing season and assuming only half of the added acreage (225) will be mowed, then the cost of maintaining this additional acreage is \$67,500 per mowing season. This is the equivalent of approximately 1.5 FTE Maintenance Worker I for the Department.

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET				
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	OPERATING BUDGET IMPACT
<u>PARKS AND RECREATION</u>				
Trails and Linear Parks	625,000	150,000	The Ma and Pa Trail currently has a Bel Air section and a Forest Hill section. Construction of the connecting section between these two areas will occur as funding becomes available. This section of the trail will be approximately 2 miles long and will require regular maintenance.	The Department pays approximately \$5,100 per mile per year to maintain the existing sections of the Ma and Pa trail. This figure includes mowing as well as minor trail repair projects that are completed on an as needed basis. With approximately 5 miles of trail in place, that figure is \$25,500 per year. An additional 2 miles will add \$10,200 to the total making it \$35,700 per year.
<u>HIGHWAYS</u>				
Efficiency Capital Investment Projects	332,500	55,000	This project will identify and implement infrastructure projects at Highways facilities annually that will increase operational efficiency through reducing operating costs and the County's environmental footprint. The projects will emphasize making facilities safe, secure, functional and efficient for the delivery of services to the constituents of Harford County.	The impact on the operating budget will result in reducing operating costs and increasing operational efficiency through strategic investments in energy efficient projects.
Harford County Metro Area Network (HMAN)	930,000	50,000	This project is 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. HMAN will allow the consolidation of existing disparate communication networks into a single secure high speed IP network providing internet; Ethernet and voice over IP.	There will be some cost incurred in annual maintenance fees for the equipment. There is also an opportunity for additional revenue to be generated by selling access through a third party.
Refresh Program	493,000	85,000	This project is to refresh the computers, network infrastructure, server, storage, software and peripherals throughout the County. This project will be an ongoing maintenance effort to keep the County's equipment current and to replace equipment as it becomes obsolete or out of support.	This will reduce the likelihood of a large unexpected expense of replacing large volumes of equipment at one time. This will contribute to a more stable operating environment. With the refresh project, we are able to take advantage of best pricing for a larger volume of computers and also to have an inventory to reduce down time.
<u>WATER AND SEWER</u>				
Harford County Metro Area Network (HMAN)	1,220,000	250,000	This project is 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. HMAN will allow the consolidation of existing disparate communication networks into a single secure high speed IP network providing internet; Ethernet and voice over IP.	There will be some cost incurred in annual maintenance fees for the equipment. There is also an opportunity for additional revenue to be generated by selling access through a third party.
Refresh Program	522,000	90,000	This project is to refresh the computers, network infrastructure, server, storage, software and peripherals throughout the County. This project will be an ongoing maintenance effort to keep the County's equipment current and to replace equipment as it becomes obsolete or out of support.	This will reduce the likelihood of a large unexpected expense of replacing large volumes of equipment at one time. This will contribute to a more stable operating environment. With the refresh project we are able to take advantage of best pricing for a larger volume of computers and also to have an inventory to reduce down time.

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.

PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<u>GENERAL:</u>									
Courthouse Building Repairs	5,034,900	400,000	This project will provide funds to investigate and repair water penetration between the old and new Courthouse buildings. Funding for FY 15 will provide for replacement of the HVAC system, window restoration, masonry restoration, elevator replacement, and roof repairs.	400,000					
Harford County Metro Area Network (HMAN)	12,200,000	200,000	This project is 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.	200,000					
Harford County Southern Resource Annex	34,510,362	7,500,000	This project will provide funding for the planning, design, and construction of several government structures to include a Southern Precinct for the Sheriff's Office, the Health Department and Housing Agency; reducing rental costs for other buildings used for these functions.	7,500,000	4,100,000				
<u>SHERIFF/EMERGENCY FIRE</u>									
<u>SHERIFF</u>									
Harford County Sheriff's Headquarters	25,700,000	0	This project will plan, design and construct a government structure on a parcel of County property on Hays Street in Bel Air. The structure will include the Sheriff's Office headquarters, Criminal Investigation, Court Services, Administrative Services, Property, Central Precinct and Crime Lab.			500,000	10,975,000	14,225,000	
<u>EMERGENCY</u>									
New Emergency Operations Center Complex	46,444,525	10,000,000	Construction has begun on Phase I of the new Emergency Operations/Dispatch Center. Phase II for the new hazmat and radio shop facility will begin in FY 15.	10,000,000					
700 MHz Wireless Radio System Equipment	27,693,412	4,000,000	This project provides funding to upgrade sites to accommodate 700 and 800 MHz and to comply with APCO P-25 technology standards.	4,000,000	4,000,000	2,000,000			

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE									
INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.									
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<u>HARFORD COMMUNITY COLLEGE</u>									
Edgewood Hall Renovation and Expansion	7,694,280	0	This project provides funding for major renovations due to systemic problems within Edgewood Hall. This includes roofing and HVAC systems.		2,000,000	500,000			
Fallston Hall Renovation	7,138,000	0	This project would provide funding for HVAC upgrades, building envelope improvements, and interior architectural changes to meet the evolving needs of the Social Sciences Department, Testing Center, Tutoring Center, and other users.			252,000	2,515,930	301,860	
Harford County Sheriff's Office Training Academy	16,250,000	0	This project will work with the Harford County Sheriff's Office to provide a location for an expanded Sheriff's Training Academy.		500,000	5,000,000	1,250,000		
New Apprenticeship/ Trades Building	15,801,000	0	This project will provide funding for a new Apprenticeship/Trades Building that will enable the non-credit and apprentice training programs to grow.		500,000	5,590,000	671,000		
New Math, Engineering and Technology Building	22,000,000	0	This project will provide funding for classroom and laboratory space necessary to complete the College's science, technology, engineering and mathematics needs.					860,000	8,600,000
New Nursing and Allied Health Building	19,619,467	295,000	This project provides funding for a new facility that will house adequate classroom and laboratory teaching space for current and future expansion of the existing credit and non-credit nursing and allied health programs.	295,000	315,000				
Site and Parking Lot Improvements	8,642,425	380,000	This project involves the expansion, replacement, installation, and major repair for campus parking lots, roadways, and sidewalks to address utilization issues.				500,000	500,000	500,000
University Center Expansion	29,040,000	0	This project will provide funding for expansion of the University Center. This Center currently supports the needs of graduates and professional certification programs along with conferences and non-credit programs. Expansion will better fulfill the needs of the community for the foreseeable future.			700,000	5,000,000	2,400,000	
<u>LIBRARIES:</u>									
Aberdeen Branch - Expansion	12,588,638	0	This project would provide funding to expand the Aberdeen Branch to add a science learning center geared to elementary and middle school students as well as to increase parking resources.				11,547,638		
Darlington Branch - Expansion	4,935,056	0	This project would provide funding to expand the Darlington Branch that currently operates out of a modular facility.					4,531,800	
Havre de Grace Expansion	7,720,000	7,185,000	This project would provide funding to expand the undersized Havre de Grace Branch. Parking resources are also insufficient according to a consultant study.	6,185,000					

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.

PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<u>BOARD OF EDUCATION:</u>									
Darlington Elementary School Comprehensive HVAC Systemic Project	2,138,000	2,138,000	This project will provide funding for a new HVAC system with energy recovery, dedicated fresh air, and modernized DDC controls that will provide reduced operating costs.	1,535,000					
Dublin Elementary School Comprehensive HVAC Systemic Project	3,994,000	3,994,000	This project will provide funding for a new HVAC system with energy recovery, dedicated fresh air, and modernized DDC controls that will provide reduced operating costs.	2,055,000					
Fallston High School Comprehensive HVAC Systemic Project	18,096,940	9,047,000	This project will provide funding for a new HVAC system with energy recovery, dedicated fresh air, and modernized DDC controls that will provide reduced operating costs.	4,230,000					
North Harford Middle School Domestic Water Improvements	1,000,000	500,000	This project will provide funding for replacement of a well and associated equipment for a new water supply service.	500,000	500,000				
Youth's Benefit Elementary School Replacement	44,815,489	13,975,000	This project will provide for replacement of a two building elementary school that was built in 1953 and 1973, respectively. A scope study stated that these two building should be demolished and replaced with one replacement facility.	11,745,000	9,140,949	4,998,940			
Havre de Grace Middle/High School Replacement	86,802,000	0	This project would provide funding for the replacement of a two building high school facility that is divided by a City road. The facility has reached its maximum life with the latest renovation and addition sections approaching thirty years.		23,950,000	23,950,000			
Joppatowne High School Systemic Project	27,356,556	0	This project provides funding for a number of systemic projects for Joppatowne High School, including but not limited to concrete slabs, brick veneer, roof replacement, window replacement, ADA door hardware replacement, exterior door replacement, metal pan ceiling replacement, etc.		7,410,556				
Ring Factory Elementary School HVAC Equipment Replacement Project	2,198,000	1,099,000	This project will provide funding for the replacement of aging central plant equipment such as chillers, cooling towers, and controls at the Ring Factory Elementary School.	470,000	470,000				

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.

PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<u>SOLID WASTE:</u>									
Air Pollution Control	11,850,000	(1,000,000)	This project provided for an upgrade to the air pollution control equipment at the Harford Waste to Energy Plant as requested by the Environmental Protection Agency.	(1,000,000)					
HWDC Compost Area Facilities	525,000	435,000	This project provides for basic facilities for personnel at the Harford Waste Disposal Center (HWDC) Compost facility to include restrooms, running water and a break room area.	435,000					
Solid Waste Transfer Station	2,915,686	(784,314)	This project provided for the site selection, land acquisition, planning, permitting, engineering, and construction of a solid waste transfer station, recycling station and drop off facility.	(784,314)					
Tollgate Yard Trim Recycling Center 15	1,375,081	1,375,081	This project will provide for the design and construction of a new permanent facility at the Tollgate Landfill site for yard trim material collection and transportation.	1,349,314					
<u>PARKS AND RECREATION:</u>									
Athletic Field Improvements	12,750,000	100,000	This project proposes major improvements to athletic fields at various locations throughout the County by the installation of synthetic turf.		1,000,000	575,000	575,000	575,000	575,000
Cedar Lane Sports Complex Improvements	5,811,000	150,000	This project proposes improvements and amenities at Cedar Lane Regional Sports Complex to include a building for multiple uses such as an office, meeting space, locker room/restrooms, storage and possible concession sales.		500,000				
Enlarged Gymnasiums and Joint Facilities	1,200,000	600,000	This project proposes the construction of shared facilities at public schools such as enlarged gymnasiums, activity rooms and recreation storage.	600,000					600,000
Jarrettsville Recreation Center	6,360,775	510,775	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 room for a variety of community recreation programs.		5,000,000	400,000		250,000	

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

PROJECTS IMPACTING DEBT SERVICE

INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.

PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Northern Regional Park	10,225,000	(425,000)	This project proposes a regional recreation facility to serve multiple recreation councils in the northern part of the County.				8,500,000		
Swan Harbor Farm Improvements	1,350,000	150,000	This project proposes renovations and improvements at Swan Harbor Farm. Future projects include the construction of a recreation trail from the City limits of Havre de Grace through Swan Harbor Farm to the waterfront.				1,050,000		
Aberdeen Activity Center	5,800,000	0	This project will provide a multi-purpose center to serve leisure needs for all ages of the Aberdeen community.		500,000	4,000,000	500,000		
Harford Center for the Arts	54,500,000	0	This project proposes the design and construction of the Harford County Center for the Arts on a portion of the Graham property in Emmorton. The Center will be designed and constructed in partnership with the nonprofit Center for the Visual and Performing Arts and other public and private entities.				1,000,000	7,000,000	3,000,000
Schucks Road Regional Complex	8,810,415	0	This project proposes the development of a 71 acre site in Harford County. The initial phase of park development will include baseball/softball diamonds; lacrosse/soccer fields; and an entrance road with associated parking.						700,000
			Total Planned 20 Year General Fund Bonds	49,715,000	59,886,505	48,465,940	44,084,568	30,643,660	13,975,000

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE INCLUDED IN THE FY 14 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.									
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<u>HIGHWAYS</u>									
<u>BRIDGES</u>									
Harford Creamery Road Bridge #104	2,365,000	430,000	This project will replace the Harford Creamery Road Bridge #104 over a tributary of Little Deer Creek.	146,000					
Hess Road Bridge #82	1,300,000	300,000	This project is to replace the bridge that carries Hess Road over Yellow Branch. The existing bridge has deteriorating deck and superstructure.	150,000					
Robinson Mill Road Bridge #154	1,265,000	265,000	This project is to replace the entire bridge that carries Robinson Mill Road over Broad Creek.	75,000					
<u>ROADWAYS</u>									
MD 152/Oakmont Road/ Port Lane	1,460,732	(371,000)	This project will provide for traffic improvements to the road network in the vicinity of the Fallston Recreation Complex.	(371,000)					
			Total Planned 20 Year Highways Fund Bonds	0	0	0	0	0	0

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.									
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<u>WATER & SEWER</u>									
<u>WATER</u>									
Tollgate Road Water Main Parallel	7,773	(1,292,227)	This project provided for the updated design and construction of approximately 3,100 linear feet of 24 inch transmission main parallel from Wheel Road to EvaMar Farms.	(1,000,000)					
Tollgate Road Water Main Parallel 15	1,292,227	1,292,227	This project will allow for the updated design and construction of approximately 3,100 linear feet of 24 inch transmission main parallel from Wheel Road to EvaMar Farms.	1,000,000					
Magnolia Booster Station	1,400,000	0	This project is to allow for the design and construction of a replacement of the existing hydro pneumatic tank to be housed aboveground within a new building, as well as to provide a replacement of the automatic telemetry system.		1,200,000				
Oak Grove Booster Station	330,000	0	This project will provide for the County's portion of the construction of a new water booster station, that will allow for the abandonment of the existing Woodbridge water booster station.		330,000				
Route 7 Water Main Parallel	450,000	0	This project will allow for the design and construction of approximately 3,000 linear feet of 20 inch water main parallel of the existing 12 inch and 16 inch main between Abingdon Road and Harford Town Road.						450,000
Swan Harbor Tank	0	(600,000)	This project is for the design and construction of a one million gallon elevated storage tank and a 16 inch transmission main for the fire flow in Zone 1A.	(600,000)					

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
PROJECTS IMPACTING DEBT SERVICE INCLUDED IN THE FY 15 CAPITAL IMPROVEMENT PROGRAM ARE THE FOLLOWING PROJECTS THAT HAVE PLANNED FUNDING OF FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES. ALSO INCLUDED ARE PROJECTS WITH PRIOR BOND APPROPRIATIONS THAT HAVE BEEN REALLOCATED TO OTHER CAPITAL PROJECTS.									
PROJECT TITLE	TOTAL PROJECT COST	FY 15 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
SEWER									
Bynum Run Parallel 6&7	16,063,170	1,693,170	This project will provide funding for the design, permits, and construction of a parallel to the existing Bynum Run interceptor.	1,045,000	450,000			3,500,000	3,500,000
Edgewood Interceptor Sewer Parallel	500,000	200,000	This project shall allow for the design and construction of approximately 5,300 linear feet of 30 inch parallel sewer between Bill Bass Pump Station and Winter's Run Outfall.	200,000					
Ah-Ha Collector Upgrade	2,000,000	0	This project will provide for the design and construction of the Ah-Ha Collector.		1,000,000	1,000,000			
Bill Bass PS FM Replacement	7,700,384	0	This project will allow for the funding of design and construction of a new replacement force main to the Bill Bass Pump Station.				5,000,000	2,000,000	
Bio Solids Facilities Enhancements	4,450,000	0	This project is to fund the enhancements to our bio solids treatment facilities and bio solids recycling/disposal program.		700,000	3,750,000			
Bush Creek Pump Station	30,700,000	0	This project is needed to bring the existing Bush Creek Pump Station up to a safe pumping capacity of 28 mgd and also to replace the 1968 force main under the Bush River.		3,300,000				
			Total Planned 20 Year Water & Sewer Fund Bonds	645,000	6,980,000	4,750,000	5,000,000	5,500,000	3,950,000
			Total Planned 20 Year Bonds All Funds	50,360,000	66,866,505	53,215,940	49,084,568	36,143,660	17,925,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
TOTAL COUNTY BY CATEGORY								
<u>GENERAL FUND</u>								
General Capital	200,825,578	151,375,086	24,580,492	11,462,500	4,127,500	3,400,000	3,130,000	2,750,000
Water Resources	17,275,924	15,192,630	2,083,294	0	0	0	0	0
Sheriff/Emergency/Fire	154,051,210	101,326,210	14,425,000	6,000,000	3,700,000	12,425,000	15,575,000	600,000
Harford Community College	128,591,129	25,071,216	2,478,633	5,241,000	32,187,280	35,911,000	6,702,000	21,000,000
Library	40,197,661	12,312,807	7,385,000	406,200	1,435,000	12,728,274	5,373,180	557,200
Board of Education	697,502,798	464,566,428	31,053,000	81,361,230	67,553,940	19,101,200	18,746,000	15,121,000
SUB-TOTAL GENERAL FUND PROJECTS	1,238,444,300	769,844,377	82,005,419	104,470,930	109,003,720	83,565,474	49,526,180	40,028,200
<u>SOLID WASTE SERVICES</u>	<u>65,835,452</u>	<u>55,515,932</u>	<u>3,019,520</u>	<u>6,120,000</u>	<u>470,000</u>	<u>120,000</u>	<u>470,000</u>	<u>120,000</u>
<u>TAX INCREMENT FINANCING</u>	<u>25,714,036</u>	<u>25,714,036</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL GENERAL FUND PROJECTS	1,329,993,788	851,074,345	85,024,939	110,590,930	109,473,720	83,685,474	49,996,180	40,148,200
<u>PARKS & RECREATION</u>	<u>191,843,020</u>	<u>74,832,245</u>	<u>3,825,775</u>	<u>12,335,000</u>	<u>13,560,000</u>	<u>20,985,000</u>	<u>54,340,000</u>	<u>11,965,000</u>
<u>HIGHWAYS FUND</u>								
Bridges	49,001,268	26,766,268	3,190,000	8,540,000	3,090,000	2,185,000	2,260,000	2,970,000
Roadways	56,948,375	45,884,774	(256,399)	2,760,000	2,985,000	2,150,000	2,200,000	1,225,000
Resurfacing	55,188,560	17,285,454	5,603,106	5,750,000	7,350,000	7,350,000	6,500,000	5,350,000
Other	29,952,703	13,760,203	1,920,000	2,688,000	3,658,000	3,603,000	2,633,000	1,690,500
TOTAL HIGHWAYS PROJECTS	191,090,906	103,696,699	10,456,707	19,738,000	17,083,000	15,288,000	13,593,000	11,235,500
<u>WATER & SEWER FUNDS</u>								
Water Projects	127,276,400	108,021,400	3,940,000	6,930,000	2,720,000	1,970,000	1,320,000	2,375,000
Sewer Projects	178,321,717	140,033,547	4,013,170	6,550,000	6,950,000	8,500,000	7,300,000	4,975,000
TOTAL WATER & SEWER PROJECTS	305,598,117	248,054,947	7,953,170	13,480,000	9,670,000	10,470,000	8,620,000	7,350,000
COUNTY TOTAL BY PROJECTS	2,018,525,831	1,277,658,236	107,260,591	156,143,930	149,786,720	130,428,474	126,549,180	70,698,700

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

TOTAL COUNTY BY FUND SOURCE

Paygo	433,390,046	187,386,525	18,321,680	54,788,425	50,669,500	47,259,836	40,880,380	34,083,700
Impact Fee	0	0	0	0	0	0	0	0
Future Bonds	273,595,673	0	50,360,000	66,866,505	53,215,940	49,084,568	36,143,660	17,925,000
Prior Bonds	711,838,743	711,838,743	0	0	0	0	0	0
Reappropriated	46,802,308	41,809,030	4,993,278	0	0	0	0	0
Transfer Tax	40,114,677	34,514,677	5,600,000	0	0	0	0	0
Recordation Tax	53,341,127	31,881,127	9,060,000	1,890,000	3,250,000	3,900,000	1,315,000	2,045,000
State	304,646,471	183,158,981	11,948,000	27,514,000	39,126,280	25,774,070	3,465,140	13,660,000
Program Open Space	12,951,000	7,666,000	360,000	800,000	1,325,000	1,100,000	950,000	750,000
Federal	36,304,273	27,405,273	2,309,000	2,200,000	1,420,000	0	2,970,000	0
Developer	10,862,118	9,457,118	350,000	250,000	150,000	205,000	175,000	275,000
Other	87,028,628	34,889,995	3,958,633	1,835,000	630,000	3,105,000	40,650,000	1,960,000
Lease Purchase	7,650,767	7,650,767	0	0	0	0	0	0

COUNTY TOTAL BY FUNDING SOURCE	2,018,525,831	1,277,658,236	107,260,591	156,143,930	149,786,720	130,428,474	126,549,180	70,698,700

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

GENERAL FUND

GENERAL CAPITAL

FY 15 Funded Projects:

Automated External Defibrillators (AED's)	125,000	0	20,000	15,000	15,000	25,000	25,000	25,000
Board of Education Debt Service 15	14,260,492	0	14,260,492	0	0	0	0	0
Courthouse Building Repairs	5,034,900	4,634,900	400,000	0	0	0	0	0
Facilities Repair Program	11,062,852	8,562,852	100,000	450,000	450,000	500,000	500,000	500,000
Fleet Replacement	14,040,000	3,540,000	500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
HMAN (Harford County Metro Area Network)	12,200,000	12,000,000	200,000	0	0	0	0	0
Harford County Southern Resource Annex	34,510,362	22,910,362	7,500,000	4,100,000	0	0	0	0
Infrastructure Efficiency Capital Investment Projects	1,615,000	360,000	350,000	100,000	150,000	200,000	255,000	200,000
Refresh Program	3,035,000	2,085,000	300,000	162,500	162,500	162,500	162,500	0
Safeguarding Business Operations	15,700,400	9,150,400	925,000	4,000,000	975,000	487,500	162,500	0
Underground & Aboveground Storage Tank Management	200,000	50,000	25,000	25,000	25,000	25,000	25,000	25,000

Outyear Projects:

Fuel Dispensing System Upgrade	1,715,000	855,000	0	560,000	300,000	0	0	0
Museum and Cultural Site Improvements	100,000	0	0	50,000	50,000	0	0	0

Open Projects:

Bel Air Parking Garage	645,000	645,000	0	0	0	0	0	0
Board of Education Debt Service 12	12,829,734	12,829,734	0	0	0	0	0	0
Board of Education Debt Service 13	18,258,301	18,258,301	0	0	0	0	0	0
Board of Education Debt Service 14	13,600,000	13,600,000	0	0	0	0	0	0
Citizens Care Center	2,000,000	2,000,000	0	0	0	0	0	0
Countywide Facilities Master Plan	1,950,000	1,950,000	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
45 South Main Street - Add Emergency Power Systems	600,000	600,000	0	0	0	0	0	0
GIS Update	250,000	250,000	0	0	0	0	0	0
Gordon Street	420,000	420,000	0	0	0	0	0	0
Havre de Grace Opera House Renovations	750,000	750,000	0	0	0	0	0	0
Hosanna School	240,000	240,000	0	0	0	0	0	0
Humane Society	7,050,000	7,050,000	0	0	0	0	0	0
MD 924 Small Area Corridor Plan	300,000	300,000	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
Reforestation and Landscaping	680,000	680,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
GENERAL CAPITAL								
Repairs to 45 South Main Street Building	100,000	100,000	0	0	0	0	0	0
Site Acquisition 06	20,757,761	20,757,761	0	0	0	0	0	0
Treasury Computer Enhancements	175,000	175,000	0	0	0	0	0	0
General Capital Total by Project	200,825,578	151,375,086	24,580,492	11,462,500	4,127,500	3,400,000	3,130,000	2,750,000
Paygo	46,984,502	24,357,965	1,856,537	7,362,500	4,127,500	3,400,000	3,130,000	2,750,000
Reappropriated	15,616,985	13,993,030	1,623,955	0	0	0	0	0
Future Bonds	12,200,000	0	8,100,000	4,100,000	0	0	0	0
Prior Bonds	65,282,521	65,282,521	0	0	0	0	0	0
Transfer Tax	20,800,000	15,200,000	5,600,000	0	0	0	0	0
Recordation Tax	25,800,000	18,700,000	7,100,000	0	0	0	0	0
State	1,280,000	980,000	300,000	0	0	0	0	0
Federal	7,150,621	7,150,621	0	0	0	0	0	0
Developer	780,000	780,000	0	0	0	0	0	0
Other	3,370,949	3,370,949	0	0	0	0	0	0
Lease Purchase	1,560,000	1,560,000	0	0	0	0	0	0
General Capital Total by Fund	200,825,578	151,375,086	24,580,492	11,462,500	4,127,500	3,400,000	3,130,000	2,750,000
TAX INCREMENT FINANCING								
<u>Open Projects:</u>								
Beechtree TIF Improvements	11,100,000	11,100,000	0	0	0	0	0	0
James Run TIF Improvements	14,614,036	14,614,036	0	0	0	0	0	0
Tax Increment Financing Total by Project	25,714,036	25,714,036	0	0	0	0	0	0
Prior Bonds	25,714,036	25,714,036	0	0	0	0	0	0
Tax Increment Financing Total by Fund	25,714,036	25,714,036	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM				
					FY 2017	FY 2018	FY 2019	FY 2020	
WATER RESOURCES									
<u>FY 15 Funded Projects:</u>									
Edgewood Plaza Retrofit and Stream Restoration	200,188	210,000	(9,812)	0	0	0	0	0	0
Joppatowne Area Watershed Restoration	900,000	750,000	150,000	0	0	0	0	0	0
Maintenance/Repair of Dams FY14	545,000	95,000	450,000	0	0	0	0	0	0
Plumtree Run Watershed Restoration	518,452	443,452	75,000	0	0	0	0	0	0
Riverside Area Watershed Restoration	215,886	0	215,886	0	0	0	0	0	0
Sams Branch Watershed Restoration	852,922	752,922	100,000	0	0	0	0	0	0
Stormwater Enhancement	815,000	825,000	(10,000)	0	0	0	0	0	0
Stormwater Pollution Prevention	491,395	461,395	30,000	0	0	0	0	0	0
Sunnyview Stream Restoration	967,220	1,260,000	(292,780)	0	0	0	0	0	0
Watershed Restoration Improvements	1,528,228	1,728,228	(200,000)	0	0	0	0	0	0
Watershed/Stream Assessment Studies	1,065,000	925,000	140,000	0	0	0	0	0	0
Wheel Creek Watershed Restoration	4,989,607	3,314,607	1,675,000	0	0	0	0	0	0
Woodbridge Retrofit and Stream Restoration	1,020,000	1,260,000	(240,000)	0	0	0	0	0	0
<u>Open Projects:</u>									
Bynum Run @ St. Andrews Way Stream Restoration	847,026	847,026	0	0	0	0	0	0	0
Lilly Run Watershed Restoration	725,000	725,000	0	0	0	0	0	0	0
Maintenance/Repair of Dams	895,000	895,000	0	0	0	0	0	0	0
Woodland Run Stream Restoration	700,000	700,000	0	0	0	0	0	0	0
Water Resources Total by Project	17,275,924	15,192,630	2,083,294	0	0	0	0	0	0
Paygo	5,650,818	5,650,818	0	0	0	0	0	0	0
Reappropriated	2,585,106	2,286,812	298,294	0	0	0	0	0	0
State	5,752,016	4,502,016	1,250,000	0	0	0	0	0	0
Federal	937,984	902,984	35,000	0	0	0	0	0	0
Other	2,350,000	1,850,000	500,000	0	0	0	0	0	0
Water Resources Total by Fund	17,275,924	15,192,630	2,083,294	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
SHERIFF'S OFFICE								
<u>Outyear Projects:</u>								
Computer Equipment/Networks	2,531,742	2,241,742	0	290,000	0	0	0	0
Computer Support Unit Renovation	650,000	0	0	650,000	0	0	0	0
Harford County Sheriff's Office Headquarters	25,700,000	0	0	0	500,000	10,975,000	14,225,000	0
<u>Open Projects:</u>								
Detention Center Expansion	32,018,131	32,018,131	0	0	0	0	0	0
EMERGENCY SERVICES								
<u>FY 15 Funded Projects:</u>								
New Emergency Operations Center Complex	46,444,525	36,444,525	10,000,000	0	0	0	0	0
911 State Fee Fund	3,700,000	3,100,000	100,000	100,000	100,000	100,000	100,000	100,000
Public Safety Communications in School Buildings	550,000	200,000	50,000	100,000	100,000	100,000	0	0
700 MHz Wireless Radio System Equipment	27,693,412	17,693,412	4,000,000	4,000,000	2,000,000	0	0	0
TRT Equipment	270,000	110,000	50,000	110,000	0	0	0	0
<u>Open Projects:</u>								
Fire, EMS, and Law Enforcement CAD	2,450,000	2,450,000	0	0	0	0	0	0
VOLUNTEER FIRE COMPANIES								
<u>FY 15 Funded Projects:</u>								
Norrisville Station	875,000	750,000	125,000					
VFC Facility Repair	5,850,000	2,750,000	100,000	500,000	500,000	750,000	750,000	500,000
<u>Outyear Projects:</u>								
Whiteford Fire Station Renovation	1,750,000	0	0	250,000	500,000	500,000	500,000	0
<u>Open Projects:</u>								
Bel Air Substation at Patterson Mill	2,868,400	2,868,400	0	0	0	0	0	0
Joppa Magnolia Fire Station Expansion	700,000	700,000	0	0	0	0	0	0
Sheriff/Emergency/Fire Total by Project	154,051,210	101,326,210	14,425,000	6,000,000	3,700,000	12,425,000	15,575,000	600,000
Paygo	20,879,650	14,454,650	325,000	1,900,000	1,100,000	1,350,000	1,250,000	500,000
Future Bonds	45,700,000	0	14,000,000	4,000,000	2,500,000	10,975,000	14,225,000	0
Prior Bonds	63,805,339	63,805,339	0	0	0	0	0	0
Reappropriated	362,500	362,500	0	0	0	0	0	0
State	19,204,292	18,604,292	100,000	100,000	100,000	100,000	100,000	100,000
Federal	3,068,412	3,068,412	0	0	0	0	0	0
Other	50,000	50,000	0	0	0	0	0	0
Lease Purchase	981,017	981,017	0	0	0	0	0	0
Sheriff / Emergency / Fire Total by Fund	154,051,210	101,326,210	14,425,000	6,000,000	3,700,000	12,425,000	15,575,000	600,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
HARFORD COMMUNITY COLLEGE								
<u>FY 15 Funded Projects:</u>								
Belcamp Renovation	150,000	0	150,000	0	0	0	0	0
Computer Equipment/Technology	1,600,957	702,324	898,633	0	0	0	0	0
Maryland Hall Conversion	305,000	0	305,000	0	0	0	0	0
New Nursing and Allied Health Building	19,519,467	18,474,467	295,000	750,000	0	0	0	0
Site and Parking Lot Improvements	8,642,425	5,262,425	380,000	0	0	1,000,000	1,000,000	1,000,000
Susquehanna Roof Replacement	450,000	0	450,000	0	0	0	0	0
<u>Outyear Projects:</u>								
Edgewood Hall Renovation and Expansion	7,694,280	632,000		2,000,000	5,062,280	0	0	0
Fallston Hall Renovation	7,138,000	0	0	0	585,000	5,851,000	702,000	0
Harford County Sheriff's Office Training Academy	16,250,000	0	0	1,250,000	12,500,000	2,500,000	0	0
New Apprenticeship/Trades Building	15,801,000	0	0	1,241,000	13,000,000	1,560,000	0	0
New Math, Engineering and Technology Building	22,000,000	0	0	0	0	0	2,000,000	20,000,000
University Center Expansion	29,040,000	0		0	1,040,000	25,000,000	3,000,000	0
College Total by Project	128,591,129	25,071,216	2,478,633	5,241,000	32,187,280	35,911,000	6,702,000	21,000,000
Paygo	325,000	325,000	0	0	0	0	0	0
Future Bonds	38,750,790	0	295,000	3,315,000	12,042,000	9,936,930	4,061,860	9,100,000
Prior Bonds	8,361,251	8,361,251	0	0	0	0	0	0
State	73,115,957	12,030,467	0	1,926,000	20,145,280	25,474,070	2,140,140	11,400,000
Other	8,038,131	4,354,498	2,183,633	0	0	500,000	500,000	500,000
College Total by Fund	128,591,129	25,071,216	2,478,633	5,241,000	32,187,280	35,911,000	6,702,000	21,000,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
LIBRARIES								
<u>FY 15 Funded Projects:</u>								
Havre de Grace Branch - Expansion	7,720,000	535,000	7,185,000	0	0	0	0	0
Joppa Branch - Centralized Dehumidification	100,000	0	100,000	0	0	0	0	0
Technology	2,201,120	690,960	100,000	128,200	200,000	383,380	391,380	307,200
<u>Outyear Projects:</u>								
Aberdeen Branch - Expansion	12,588,638	56,000	0	0	985,000	11,547,638	0	0
Abingdon Branch - Early Literacy Learning Center	28,000	0	0	28,000	0	0	0	0
Darlington Branch - Expansion	4,935,056	56,000	0	0	0	347,256	4,531,800	0
Facility Maintenance and Repairs	702,647	352,647	0	50,000	50,000	100,000	100,000	50,000
Facility Renovations	1,800,000	500,000	0	200,000	200,000	350,000	350,000	200,000
<u>Open Projects:</u>								
Jarrettsville Library	5,884,000	5,884,000	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	40,197,661	12,312,807	7,385,000	406,200	1,435,000	12,728,274	5,373,180	557,200
Paygo	6,525,613	1,905,197	200,000	406,200	1,435,000	1,180,636	841,380	557,200
Future Bonds	22,264,438	0	6,185,000	0	0	11,547,638	4,531,800	0
Prior Bonds	10,302,400	10,302,400	0	0	0	0	0	0
Federal	400,000	0	400,000	0	0	0	0	0
Reappropriated	5,210	5,210	0	0	0	0	0	0
Other	700,000	100,000	600,000	0	0	0	0	0
Libraries Total by Fund	40,197,661	12,312,807	7,385,000	406,200	1,435,000	12,728,274	5,373,180	557,200

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

BOARD OF EDUCATION

FY 15 Funded Projects:

Darlington Elementary School HVAC	2,138,000	0	2,138,000	0	0	0	0	0
Dublin Elementary School HVAC	3,994,000	0	3,994,000	0	0	0	0	0
Fallston High School HVAC	18,096,940	9,049,940	9,047,000	0	0	0	0	0
Fountain Green Elementary School Technology	200,000	0	200,000	0	0	0	0	0
Hickory Elementary School Technology	200,000	0	100,000	100,000	0	0	0	0
North Harford Middle School Water Improvements	1,000,000	0	500,000	500,000	0	0	0	0
Ring Factory Elementary School HVAC	2,198,000	0	1,099,000	1,099,000	0	0	0	0
Youth's Benefit Elementary School Replacement	44,815,489	16,700,600	13,975,000	9,140,949	4,998,940	0	0	0

Outyear Projects:

ADA Improvements	1,075,000	600,000	0	75,000	100,000	100,000	100,000	100,000
Athletic Field Repair and Restoration	837,000	487,000	0	70,000	70,000	70,000	70,000	70,000
Backflow Prevention	1,075,000	600,000	0	75,000	100,000	100,000	100,000	100,000
Band Uniform Refresh	362,340	72,340	0	50,000	60,000	60,000	60,000	60,000
Bleacher Replacement	675,000	500,000	0	75,000	100,000	0	0	0
Building Envelope Improvements	1,650,000	700,000	0	150,000	200,000	200,000	200,000	200,000
Career and Tech Education Equipment Refresh	1,000,000	500,000	0	100,000	100,000	100,000	100,000	100,000
Energy Conservation Measures	1,700,000	500,000	0	200,000	250,000	250,000	250,000	250,000
Environmental Compliance	1,947,619	1,497,619	0	50,000	100,000	100,000	100,000	100,000
Equipment and Furniture Replacement	1,530,000	1,055,000	0	75,000	100,000	100,000	100,000	100,000
Fire Alarm and ER Communication	2,100,000	1,075,000	0	200,000	225,000	225,000	300,000	75,000
Floor Covering Replacement	575,000	100,000	0	75,000	100,000	100,000	100,000	100,000
Folder Partition Replacement	475,000	0	0	75,000	100,000	100,000	100,000	100,000
Havre de Grace HS Replacement	86,802,000	3,950,000	0	41,426,000	41,426,000	0	0	0
Joppatowne HS Systemic Project	27,356,556	13,673,000	0	13,683,556	0	0	0	0
Locker Replacement	1,030,000	430,000	0	100,000	125,000	125,000	125,000	125,000
Major HVAC Repairs	12,735,134	8,190,134	0	1,000,000	1,300,000	980,000	825,000	440,000
Music Equipment Refresh Program	300,000	50,000	0	50,000	50,000	50,000	50,000	50,000
Music Technology Labs Program	699,000	345,000	0	75,000	139,000	28,000	56,000	56,000
Open Space Renovation Projects	1,500,000	0	0	1,500,000	0	0	0	0
Outdoor Track Reconditioning	325,000	200,000	0	25,000	25,000	25,000	25,000	25,000
Paving - Overlay and Maintenance	3,030,630	1,430,630	0	500,000	450,000	250,000	200,000	200,000
Playground Equipment	2,050,000	350,000	0	300,000	350,000	350,000	350,000	350,000
Relocatable Classrooms	4,238,022	3,588,022	0	150,000	200,000	100,000	100,000	100,000
Replacement Buses	18,815,197	11,325,197	0	1,200,000	1,785,000	1,270,000	1,585,000	1,650,000
Replacement Vehicles	10,809,396	6,084,396	0	945,000	945,000	945,000	945,000	945,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

BOARD OF EDUCATION

Outyear Projects (cont.):

Security Measures	2,960,000	1,735,000	0	325,000	225,000	225,000	225,000	225,000
Septic Facility Code Upgrades	7,310,592	4,910,592	0	400,000	500,000	500,000	500,000	500,000
Special Education Facilities Improvements	700,000	200,000	0	100,000	100,000	100,000	100,000	100,000
Stormwater Management, Erosion, Sediment	1,975,000	725,000	0	450,000	200,000	200,000	200,000	200,000
Swimming Pool Renovations	810,000	300,000	0	100,000	130,000	100,000	130,000	50,000
Technology Education Lab Refresh	2,575,000	1,375,000	0	200,000	250,000	250,000	250,000	250,000
Technology Infrastructure	70,249,855	22,679,930	0	5,471,725	12,000,000	11,098,200	11,000,000	8,000,000
Textbook/Supplemental Materials Refresh	9,300,000	5,300,000	0	1,250,000	750,000	1,000,000	500,000	500,000

Open Projects:

Aberdeen HS Stadium & Weight Room Upgrades	1,600,000	1,600,000	0	0	0	0	0	0
Aberdeen HS North Building	665,000	665,000	0	0	0	0	0	0
Bel Air HS Replacement	79,876,086	79,876,086	0	0	0	0	0	0
Campus Hills Elementary School	900,000	900,000	0	0	0	0	0	0
Deerfield Elementary School Replacement	31,984,200	31,984,200	0	0	0	0	0	0
Edgewood High School Replacement	83,581,790	83,581,790	0	0	0	0	0	0
Edgewood Middle School - Computer Laboratory	115,000	115,000	0	0	0	0	0	0
Energy Efficient Initiative Projects	4,873,775	4,873,775	0	0	0	0	0	0
Forest Hill Annex Electrical Upgrades	400,000	400,000	0	0	0	0	0	0
Harford Technical High School Field Improvements	4,878,825	4,878,825	0	0	0	0	0	0
Havre de Grace HS Field Facilities	1,313,770	1,313,770	0	0	0	0	0	0
Homestead/Wakefield Electrical Support	250,000	250,000	0	0	0	0	0	0
Homestead/Wakefield ES Modernization	133,454	133,454	0	0	0	0	0	0
Integrated Business Systems	403,000	403,000	0	0	0	0	0	0
Jarrettsville ES Comprehensive HVAC	3,700,000	3,700,000	0	0	0	0	0	0
John Archer School at Bel Air Middle School	83,045	83,045	0	0	0	0	0	0
Joppatowne Elementary School Modernization	13,550,811	13,550,811	0	0	0	0	0	0
Joppatowne HS Weight Room Repairs	250,000	250,000	0	0	0	0	0	0
Magnolia Middle School Comprehensive HVAC	11,061,554	11,061,554	0	0	0	0	0	0
Music Equipment Refresh Program 05	575,000	575,000	0	0	0	0	0	0
Norrisville ES Comprehensive HVAC Systemic Project	3,455,700	3,455,700	0	0	0	0	0	0
North Harford ES Comprehensive HVAC	4,550,390	4,550,390	0	0	0	0	0	0
North Harford HS Modernization	31,873,132	31,873,132	0	0	0	0	0	0
North Harford HS Repairs	50,000	50,000	0	0	0	0	0	0
North Harford MS Water System	261,114	261,114	0	0	0	0	0	0
Prospect Mill Elementary School	1,997,778	1,997,778	0	0	0	0	0	0
Red Pump Road Elementary School	30,833,219	30,833,219	0	0	0	0	0	0
Replacement of Riverside Heating/Cooling	11,748,347	11,748,347	0	0	0	0	0	0
Roof Replacement - 14	706,041	706,041	0	0	0	0	0	0
Roofing Replacement 07	1,236,530	1,236,530	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

BOARD OF EDUCATION

Open Projects (cont.):

Security Initiative Program for Schools	1,728,000	1,728,000	0	0	0	0	0	0
Stadium Upgrades - Joppatowne HS	300,000	300,000	0	0	0	0	0	0
Technology	4,751,467	4,751,467	0	0	0	0	0	0
William Paca Elementary School HVAC	5,800,000	5,800,000	0	0	0	0	0	0
Youth's Benefit ES Primary Building HVAC	4,800,000	4,800,000	0	0	0	0	0	0
Education Total by Project	697,502,798	464,566,428	31,053,000	81,361,230	67,553,940	19,101,200	18,746,000	15,121,000
Paygo	120,320,920	30,411,995	300,000	15,511,725	21,129,000	19,101,200	18,746,000	15,121,000
Future Bonds	90,955,445	0	20,535,000	41,471,505	28,948,940	0	0	0
Prior Bonds	296,225,577	296,225,577	0	0	0	0	0	0
Reappropriated	14,206,723	14,206,723	0	0	0	0	0	0
Transfer Tax	19,314,677	19,314,677	0	0	0	0	0	0
Recordation Tax	807,194	807,194	0	0	0	0	0	0
State	138,523,706	86,451,706	10,218,000	24,378,000	17,476,000	0	0	0
Other	12,038,806	12,038,806	0	0	0	0	0	0
Lease Purchase	5,109,750	5,109,750	0	0	0	0	0	0
Education Total by Fund	697,502,798	464,566,428	31,053,000	81,361,230	67,553,940	19,101,200	18,746,000	15,121,000

SUB-TOTAL GENERAL FUND CAPITAL	1,238,444,300	769,844,377	82,005,419	104,470,930	109,003,720	83,565,474	49,526,180	40,028,200

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
SOLID WASTE SERVICES								
<u>FY 15 Funded Projects:</u>								
Air Pollution Control	11,850,000	12,850,000	(1,000,000)	0	0	0	0	0
Environmental Studies and Projects	2,040,900	1,320,900	120,000	120,000	120,000	120,000	120,000	120,000
HWDC Compost Area Facilities	525,000	90,000	435,000	0	0	0	0	0
HWDC Landfill Capping	9,320,000	7,050,000	2,270,000	0	0	0	0	0
HWDC Pavement Upgrades	900,000	0	200,000	0	350,000	0	350,000	0
Solid Waste Transfer Station	2,915,686	3,700,000	(784,314)	0	0	0	0	0
Tollgate Yard Trim Recycling Center 15	1,375,081	0	1,375,081	0	0	0	0	0
Waste to Energy Repairs 15	403,753	0	403,753	0	0	0	0	0
<u>Outyear Projects:</u>								
Waste to Energy Facility Closure	6,400,000	400,000	0	6,000,000	0	0	0	0
<u>Open Projects:</u>								
814 Philadelphia Road Structure Demolition	100,000	100,000	0	0	0	0	0	0
Former Spencers Landfill Closure (East Side)	6,700,000	6,700,000	0	0	0	0	0	0
Full Cost Accounting Study	300,000	300,000	0	0	0	0	0	0
HWDC Expansion	20,570,353	20,570,353	0	0	0	0	0	0
Tollgate Landfill Gas System	1,034,679	1,034,679	0	0	0	0	0	0
Tollgate Yard Trim Recycling Center	100,000	100,000	0	0	0	0	0	0
Waste to Energy Repairs	1,300,000	1,300,000	0	0	0	0	0	0
Solid Waste Services Total by Project	65,835,452	55,515,932	3,019,520	6,120,000	470,000	120,000	470,000	120,000
 Paygo	 27,261,043	 17,630,900	 2,330,143	 6,120,000	 470,000	 120,000	 470,000	 120,000
Reappropriated	2,512,269	1,822,892	689,377	0	0	0	0	0
Prior Bonds	35,607,140	35,607,140	0	0	0	0	0	0
Other	455,000	455,000	0	0	0	0	0	0
Solid Waste Services Total by Fund	65,835,452	55,515,932	3,019,520	6,120,000	470,000	120,000	470,000	120,000

TOTAL GENERAL FUND CAPITAL	1,329,993,788	851,074,345	85,024,939	110,590,930	109,473,720	83,685,474	49,996,180	40,148,200

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

PARKS & RECREATION FUND

FY 15 Funded Projects:

Abingdon Road Park	150,000	0	150,000	0	0	0	0	0
ADA Improvements	425,000	100,000	50,000	50,000	50,000	75,000	50,000	50,000
Anita C. Leight Center Improvements	595,000	275,000	120,000	0	0	0	200,000	0
Athletic Field Improvements	12,750,000	9,350,000	100,000	1,000,000	575,000	575,000	575,000	575,000
Backstop Renovations	445,000	95,000	100,000	100,000	0	0	50,000	100,000
Bleacher Renovations	670,000	310,000	60,000	60,000	60,000	60,000	60,000	60,000
Cedar Lane Sports Complex Improvements	5,811,000	1,761,000	150,000	500,000	1,000,000	1,000,000	1,400,000	0
Churchville Center Renovations	495,000	400,000	20,000	0	75,000	0	0	0
Debris/Derelict Boats	100,000	50,000	50,000	0	0	0	0	0
Emmorton Recreation and Tennis Center Improvements	745,000	520,000	25,000	100,000	0	0	100,000	0
Enlarged Gymnasiums and Joint Facilities (YBES)	1,200,000	0	600,000	0	0	0	0	600,000
Facility Renovations	1,255,000	410,000	300,000	120,000	125,000	100,000	100,000	100,000
Fallston Recreation Complex Improvements	325,000	125,000	200,000	0	0	0	0	0
Indoor Recreation Facility - Forest Hill/Hickory	650,000	400,000	250,000	0	0	0	0	0
Jarrettsville Recreation Center	6,360,775	0	510,775	5,200,000	400,000	0	250,000	0
Liriodendron Improvements	370,000	0	45,000	0	250,000	75,000	0	0
Mariner Point Park Renovations	361,000	261,000	100,000	0	0	0	0	0
McFaul Activity Center Renovations	500,000	250,000	250,000	0	0	0	0	0
Natural Turf Improvements	1,710,000	800,000	160,000	150,000	150,000	150,000	150,000	150,000
Northern Regional Park	10,225,000	1,000,000	(425,000)	0	500,000	8,500,000	500,000	150,000
Park Improvements	800,000	400,000	60,000	60,000	60,000	90,000	65,000	65,000
Parkland Acquisition	5,656,000	2,206,000	100,000	535,000	640,000	640,000	740,000	795,000
Playground Equipment	2,360,000	1,055,000	400,000	230,000	150,000	225,000	150,000	150,000
Swan Harbor Farm Improvements	1,350,000	0	150,000	0	150,000	1,050,000	0	0
SWM Pond Repair and Renovations	490,000	100,000	50,000	110,000	0	110,000	0	120,000
Tennis/Multipurpose Court	990,000	390,000	100,000	100,000	100,000	100,000	100,000	100,000
Trails & Linear Parks	625,000	150,000	150,000	0	325,000	0	0	0

Outyear Projects:

Aberdeen Activity Center	5,800,000	0	0	500,000	4,800,000	500,000	0	0
Benson Field Development	1,100,000	0	0	100,000	1,000,000	0	0	0
Blake's Venture Park	1,300,000	0	0	0	1,000,000	1,200,000	0	0
Bulkhead Renovations	1,300,000	0	0	40,000	535,000	0	75,000	650,000
Bush River Dredging and DMP Site	4,755,000	3,030,000	0	0	0	0	150,000	1,575,000
Chapel Road Park Improvements	50,000	0	0	0	0	0	0	50,000
Darlington Park Development	2,075,000	1,575,000	0	0	0	0	500,000	0
Disc Golf Course	100,000	50,000	0	0	0	50,000	0	0
Dublin Community Park	150,000	0	0	0	0	0	0	150,000
Eden Mill Park Rehabilitation	850,000	775,000	0	0	75,000	0	0	0
Edgeley Grove Farm - Smith Property	4,425,000	4,325,000	0	0	0	0	0	100,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM				FY 2020
					FY 2017	FY 2018	FY 2019		

PARKS & RECREATION FUND

Outyear Projects (cont.):

Edgewood Recreation and Community Center	250,000	100,000	0	150,000	0	0	0	0
Edgewood Recreation Park	1,705,000	1,155,000	0	400,000	50,000	0	0	100,000
Emily Bayliss Graham Park	2,500,000	950,000	0	525,000	0	525,000	0	500,000
Equestrian Center Improvements	875,000	325,000	0	0	250,000	100,000	200,000	0
Fallston Maintenance Shop	500,000	50,000	0	0	0	300,000	150,000	0
Gunpowder River Dredging	2,184,000	1,254,000	0	630,000	90,000	210,000	0	0
Harford Center for the Arts	54,500,000	0	0	0	500,000	2,500,000	48,500,000	3,000,000
Havre de Grace Community Center Field	600,000	0	0	0	0	600,000	0	0
Heavenly Waters Park - Soma	100,000	0	0	100,000	0	0	0	0
Joppa/Joppatowne Youth/Senior Center	500,000	0	0	0	0	0	0	500,000
Magnolia Complex Development 15	425,000	0	0	0	425,000	0	0	0
Norrisville Park	1,325,000	0	0	0	125,000	1,050,000	150,000	0
Oakington Farms - Tydings Park	3,050,000	1,900,000	0	100,000	0	0	0	1,050,000
Parking Lot Paving	374,000	149,000	0	75,000	0	0	0	150,000
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	500,000	0	0
Red Pump Road Elementary School Facilities	1,775,000	1,600,000	0	0	0	50,000	125,000	0
Rockfield Park Improvements	300,000	100,000	0	100,000	0	0	0	100,000
Rutledge Park Improvements	600,000	0	0	100,000	0	500,000	0	0
Schucks Road Regional Complex	8,810,415	8,110,415	0	0	0	0	0	700,000
Tudor Hall Rehabilitation	650,000	500,000	0	0	0	150,000	0	0
Vale Road Park	1,100,000	0	0	100,000	1,000,000	0	0	0
Water and Land Trails (North Park)	1,800,000	800,000	0	1,000,000	0	0	0	0
Willoughby Beach Park Development	200,000	0	0	0	0	0	0	200,000

Open Projects:

Belcamp Park Improvements	325,000	325,000	0	0	0	0	0	0
Broad Creek Boat Launch Ramp	649,000	649,000	0	0	0	0	0	0
Churchville Complex Development	8,556,830	8,556,830	0	0	0	0	0	0
David Craig Park Development	75,000	75,000	0	0	0	0	0	0
Fallston Youth/Senior Center	10,325,000	10,325,000	0	0	0	0	0	0
Havre de Grace Yacht Basin Dredging	525,000	525,000	0	0	0	0	0	0
Heavenly Waters Park	1,820,000	1,820,000	0	0	0	0	0	0
Jarrettsville Complex Restrooms	350,000	350,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
<u>PARKS & RECREATION FUND</u>								
<u>Open Projects (cont.):</u>								
Joppatowne Area Dredging	990,000	990,000	0	0	0	0	0	0
Magnolia Complex Development	2,055,000	2,055,000	0	0	0	0	0	0
Nuttal Avenue Park Development	500,000	500,000	0	0	0	0	0	0
Robert Copenhaver Park Improvements	75,000	75,000	0	0	0	0	0	0
Parks & Rec Total by Project	191,843,020	74,832,245	3,825,775	12,335,000	13,560,000	20,985,000	54,340,000	11,965,000
Paygo	8,441,226	3,616,226	0	0	1,925,000	1,450,000	800,000	650,000
Special Paygo	150,000	0	150,000	0	0	0	0	0
Future Bonds	36,900,000	0	600,000	7,000,000	4,975,000	11,625,000	7,825,000	4,875,000
Prior Bonds	29,356,830	29,356,830	0	0	0	0	0	0
Reappropriated	5,152,289	4,816,514	335,775	0	0	0	0	0
Recordation Tax	26,733,933	12,373,933	1,960,000	1,890,000	3,250,000	3,900,000	1,315,000	2,045,000
State	12,975,500	7,275,500	50,000	660,000	1,405,000	200,000	1,225,000	2,160,000
Program Open Space	12,951,000	7,666,000	360,000	800,000	1,325,000	1,100,000	950,000	750,000
Federal	3,295,000	1,295,000	0	0	0	0	2,000,000	0
Developer	2,005,000	1,500,000	100,000	150,000	50,000	105,000	75,000	25,000
Other	53,882,242	6,932,242	270,000	1,835,000	630,000	2,605,000	40,150,000	1,460,000
Parks & Rec Total by Fund	191,843,020	74,832,245	3,825,775	12,335,000	13,560,000	20,985,000	54,340,000	11,965,000
TOTAL PARKS & RECREATION CAPITAL	191,843,020	74,832,245	3,825,775	12,335,000	13,560,000	20,985,000	54,340,000	11,965,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

HIGHWAYS FUND

BRIDGES

FY 15 Funded Projects:

Bridge and Road Scour Repairs	1,850,000	900,000	50,000	250,000	200,000	150,000	150,000	150,000
Bridge Inspection	4,650,000	2,090,000	850,000	150,000	650,000	160,000	650,000	100,000
Bridge Rehabilitation	2,000,000	250,000	500,000	300,000	250,000	250,000	250,000	200,000
Carrs Mill Road Bridge #216	1,995,000	1,795,000	200,000	0	0	0	0	0
Chestnut Hill Bridge #40	825,000	220,000	120,000	10,000	475,000	0	0	0
Culvert Rehabilitation	5,100,000	4,000,000	50,000	250,000	200,000	200,000	200,000	200,000
Edwards Lane Culvert	950,000	0	50,000	900,000	0	0	0	0
Harford Creamery Road Bridge #104	2,365,000	1,935,000	430,000	0	0	0	0	0
Hess Road Bridge #82	1,300,000	1,000,000	300,000	0	0	0	0	0
Macton Road Bridge #145	1,086,268	1,011,268	75,000	0	0	0	0	0
New Park Road Bridge #125	650,000	140,000	35,000	10,000	0	465,000	0	0
Phillips Mill Road Bridge #70	890,000	385,000	15,000	0	490,000	0	0	0
Prospect Road Bridge #217	635,000	175,000	50,000	0	10,000	0	400,000	0
Robinson Mill Road Bridge #154	1,265,000	1,000,000	265,000	0	0	0	0	0
Stafford Road Bridge #24	950,000	0	200,000	750,000	0	0	0	0

Outyear Projects:

Abingdon Road Bridge #169 over CSX	2,730,000	730,000	0	2,000,000	0	0	0	0
Boggs Road Bridge #66	850,000	0	0	175,000	175,000	20,000	0	480,000
Bridge Painting	900,000	100,000	0	200,000	150,000	150,000	150,000	150,000
Carea Road Bridge #126	580,000	0	0	160,000	20,000	0	400,000	0
Deep Run Road Bridge #152	550,000	0	0	0	0	150,000	10,000	390,000
Fawn Grove Road Bridge #132	625,000	175,000	0	50,000	0	400,000	0	0
Glen Cove Road Bridge #156	950,000	150,000	0	800,000	0	0	0	0
Green Road Bridges #119 and #122	575,000	190,000	0	385,000	0	0	0	0
Johnson Mill Road Bridge #45	620,000	0	0	0	140,000	10,000	0	470,000
Moores Road Bridge #78	580,000	0	0	0	150,000	10,000	0	420,000
Perryman/Mitchell Lane Bridge	1,500,000	0	0	1,500,000	0	0	0	0
Scarboro Road Bridge #140	160,000	0	0	0	0	150,000	0	10,000
Snake Lane Bridge #31	795,000	195,000	0	600,000	0	0	0	0
Structural Evaluation	670,000	420,000	0	50,000	50,000	50,000	50,000	50,000
West Ring Factory Pedestrian Bridge	500,000	0	0	0	130,000	20,000	0	350,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

HIGHWAYS FUND

BRIDGES

Open Projects:

Bridge Painting	225,000	225,000	0	0	0	0	0	0
Bridge Rehabilitation	2,850,000	2,850,000	0	0	0	0	0	0
Green Road Bridge #119	15,000	15,000	0	0	0	0	0	0
Jericho Road Bridge	1,500,000	1,500,000	0	0	0	0	0	0
St. Clair Bridge Road Bridge #99	1,935,000	1,935,000	0	0	0	0	0	0
Watervale Road Bridge #63	3,380,000	3,380,000	0	0	0	0	0	0
Bridges Total by Project	49,001,268	26,766,268	3,190,000	8,540,000	3,090,000	2,185,000	2,260,000	2,970,000
Paygo	29,753,861	14,263,861	1,035,000	6,340,000	1,670,000	2,185,000	1,290,000	2,970,000
Future Bonds	371,000	0	371,000	0	0	0	0	0
Prior Bonds	816,268	816,268	0	0	0	0	0	0
Reappropriated	148,183	148,183	0	0	0	0	0	0
Federal	17,431,956	11,207,956	1,634,000	2,200,000	1,420,000	0	970,000	0
Other	330,000	330,000	0	0	0	0	0	0
Developer	150,000	0	150,000	0	0	0	0	0
Bridges Total by Fund	49,001,268	26,766,268	3,190,000	8,540,000	3,090,000	2,185,000	2,260,000	2,970,000

ROADWAYS

FY 15 Funded Projects:

Bel Air Transportation Study	300,000	0	300,000	0	0	0	0	0
Guardrails	800,000	200,000	125,000	100,000	100,000	100,000	100,000	75,000
Landis Circle - Foxborough Farms	350,000	0	350,000	0	0	0	0	0
MD 152/Oakmont Road/Port Lane	1,460,732	921,732	(371,000)	225,000	685,000	0	0	0
Moores Mill Road	7,212,113	7,612,113	(400,000)	0	0	0	0	0
New Roads and Stormdrains	2,775,000	1,375,000	100,000	200,000	200,000	200,000	200,000	500,000
Schucks Road Culvert Replacement	830,000	700,000	130,000	0	0	0	0	0
Traffic Signals 15	359,601	0	109,601	50,000	50,000	50,000	50,000	50,000
Wheel Road (Laurel Bush to Fairway)	6,650,000	7,250,000	(600,000)	0	0	0	0	0
<u>Outyear Projects:</u>								
Abingdon Road (Box Hill S. Pkwy - I95)	200,000	0	0	0	0	150,000	50,000	0
Bata Boulevard Access Road	600,000	0	0	0	0	150,000	450,000	0
Carrs Mill Road (MD 152 - Grafton Shop Road)	1,395,000	1,195,000	0	0	0	100,000	100,000	0
Drainage Improvements	1,775,000	1,275,000	0	100,000	100,000	100,000	100,000	100,000
Eden Mill Road	200,000	0	0	200,000	0	0	0	0
Intersection Improvements	3,327,444	2,227,444	0	150,000	250,000	250,000	250,000	200,000
Rt. 7 Corridor Study	100,000	0	0	100,000	0	0	0	0
Stormdrain Rehabilitation	2,341,231	1,291,231	0	200,000	200,000	200,000	250,000	200,000
Tollgate Road (W. Ring Factory Road to Plumtree Rd.)	3,871,791	1,486,791	0	1,235,000	1,150,000	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

HIGHWAYS FUND

ROADWAYS

Outyear Projects (cont.):

Tollgate Road - Vale Road Corridor	934,678	184,678	0	100,000	0	650,000	0	0
Traffic Calming, Bicycle & Road Safety Improvements	1,100,000	450,000	0	100,000	150,000	150,000	150,000	100,000
Trimble Road (Joppa Road to Garnett Drive)	650,000	0	0	0	100,000	50,000	500,000	0

Open Projects:

Cape Knoll Road Acceptance	150,000	150,000	0	0	0	0	0	0
Cedar Lane (MD 136-Cedarday)	2,150,000	2,150,000	0	0	0	0	0	0
New Roads and Storm Drains 02	1,266,740	1,266,740	0	0	0	0	0	0
New Roads and Storm Drains 06	1,545,000	1,545,000	0	0	0	0	0	0
Road Reconstruction and Rehabilitation 10	6,330,000	6,330,000	0	0	0	0	0	0
Road Reconstruction and Rehabilitation 11	1,600,000	1,600,000	0	0	0	0	0	0
Road Reconstruction and Rehabilitation 12	500,000	500,000	0	0	0	0	0	0
Road Reconstruction and Rehabilitation 13	500,000	500,000	0	0	0	0	0	0
Robinhood Road (US 40 - Titan Terrace)	3,474,045	3,474,045	0	0	0	0	0	0
Schucks Road Improvements	700,000	700,000	0	0	0	0	0	0
Thomas Run Road Improvements	550,000	550,000	0	0	0	0	0	0
Traffic Signals	200,000	200,000	0	0	0	0	0	0
Village of Scot's Fancy Starmount Lane	750,000	750,000	0	0	0	0	0	0

Roadways Total by Project	56,948,375	45,884,774	(256,399)	2,760,000	2,985,000	2,150,000	2,200,000	1,225,000

Paygo	34,995,042	25,500,042	(725,000)	2,210,000	2,885,000	2,050,000	2,100,000	975,000
Future Bonds	(371,000)	0	(371,000)	0	0	0	0	0
Prior Bonds	6,291,732	6,291,732	0	0	0	0	0	0
Reappropriated	1,974,601	1,865,000	109,601	0	0	0	0	0
State	1,950,000	1,500,000	0	450,000	0	0	0	0
Federal	2,770,000	2,530,000	240,000	0	0	0	0	0
Developer	4,213,000	3,463,000	100,000	100,000	100,000	100,000	100,000	250,000
Other	5,125,000	4,735,000	390,000	0	0	0	0	0

Roadways Total by Fund	56,948,375	45,884,774	(256,399)	2,760,000	2,985,000	2,150,000	2,200,000	1,225,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM FY 2017	FY 2018	FY 2019	FY 2020

HIGHWAYS FUND

RESURFACING

FY 15 Funded Projects:

Resurfacing Roadways	36,603,106	0	5,603,106	5,500,000	7,000,000	7,000,000	6,500,000	5,000,000

Outyear Projects:

Earth Road Conversion to Hard Surface	1,300,000	0	0	250,000	350,000	350,000	0	350,000

Open Projects:

Resurfacing Roadways 12	4,983,945	4,983,945	0	0	0	0	0	0
Resurfacing Roadways 13	5,640,000	5,640,000	0	0	0	0	0	0
Resurfacing Roadways 14	6,661,509	6,661,509	0	0	0	0	0	0

Resurfacing Total by Project	55,188,560	17,285,454	5,603,106	5,750,000	7,350,000	7,350,000	6,500,000	5,350,000

Paygo	53,168,945	16,053,945	4,815,000	5,750,000	7,350,000	7,350,000	6,500,000	5,350,000

Developer	200,000	200,000	0	0	0	0	0	0

Reappropriated	1,819,615	1,031,509	788,106	0	0	0	0	0

Resurfacing Total by Fund	55,188,560	17,285,454	5,603,106	5,750,000	7,350,000	7,350,000	6,500,000	5,350,000

OTHER

FY 15 Funded Projects:

Efficiency Capital Investment Project	332,500	75,000	55,000	40,500	40,500	40,500	40,500	40,500

Facilities Repair Program	1,207,000	1,107,000	(100,000)	100,000	0	100,000	0	0

Fleet Replacement	14,692,000	3,627,000	1,815,000	1,750,000	3,000,000	2,000,000	1,500,000	1,000,000

HMAN (Harford County Metro Area Network)	930,000	880,000	50,000	0	0	0	0	0

Refresh Program	493,000	238,000	85,000	42,500	42,500	42,500	42,500	0

Sidewalks & Handicapped Ramps	1,380,000	665,000	15,000	150,000	100,000	150,000	150,000	150,000

Outyear Projects:

Hickory II Improvements	1,223,503	823,503	0	250,000	150,000	0	0	0

Salt Dome	550,000	0	0	30,000	0	520,000	0	0

Stormwater Management Retrofit	2,800,000	0	0	325,000	325,000	750,000	900,000	500,000

Open Projects:

Fuel Dispensing System Upgrade	950,000	950,000	0	0	0	0	0	0

Glen Elyn Culvert and Ponds Repair	392,500	392,500	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

HIGHWAYS FUND

OTHER

Open Projects (cont.)

Primrose Place	146,000	146,000	0	0	0	0	0	0
Safeguarding Business Operations	1,881,200	1,881,200	0	0	0	0	0	0
700 MHz Wireless Radio System Equipment	1,600,000	1,600,000	0	0	0	0	0	0
Sidewalks	1,375,000	1,375,000	0	0	0	0	0	0
Other Total by Project	29,952,703	13,760,203	1,920,000	2,688,000	3,658,000	3,603,000	2,633,000	1,690,500
Paygo	28,839,203	12,691,703	1,875,000	2,688,000	3,658,000	3,603,000	2,633,000	1,690,500
Reappropriated	55,000	55,000	0	0	0	0	0	0
State	445,000	415,000	30,000	0	0	0	0	0
Developer	25,000	25,000	0	0	0	0	0	0
Other	588,500	573,500	15,000	0	0	0	0	0
Other Total by Fund	29,952,703	13,760,203	1,920,000	2,688,000	3,658,000	3,603,000	2,633,000	1,690,500

TOTAL HIGHWAYS CAPITAL	191,090,906	103,696,699	10,456,707	19,738,000	17,083,000	15,288,000	13,593,000	11,235,500

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET	FY 2016	FIVE YEAR CAPITAL PROGRAM			
			YEAR FY 2015		FY 2017	FY 2018	FY 2019	FY 2020

WATER & SEWER FUND

WATER PROJECTS

FY 15 Funded Projects:

Construction Unanticipated 15	960,000	0	460,000	500,000	0	0	0	0
Fleet Replacement	5,162,000	1,462,000	800,000	400,000	500,000	800,000	400,000	800,000
Fuel Dispensing System Upgrade	120,000	60,000	60,000	0	0	0	0	0
HMAN (Harford Metro Area Network)	1,220,000	970,000	250,000	0	0	0	0	0
Refresh Program	522,000	252,000	90,000	45,000	45,000	45,000	45,000	0
Renewal and Replacement Water Infrastructure	750,000	300,000	100,000	0	100,000	100,000	50,000	100,000
Replacement of Water Booster Station (SCADA)	1,500,000	0	300,000	0	1,200,000	0	0	0
Swan Harbor Tank and Transmission	0	600,000	(600,000)	0	0	0	0	0
Tank Painting FY 15	4,900,000	0	800,000	850,000	850,000	800,000	800,000	800,000
Tollgate Road Water Main Parallel	7,773	1,300,000	(1,292,227)	0	0	0	0	0
Tollgate Road Water Main Parallel 15	1,292,227	0	1,292,227	0	0	0	0	0
Underground & Aboveground Storage Tank Management	175,000	0	50,000	25,000	25,000	25,000	25,000	25,000
Water and Sewer Billing Project	1,500,000	0	1,500,000	0	0	0	0	0
Water Meter Upgrade	1,210,000	1,080,000	130,000	0	0	0	0	0
<u>Outyear Projects:</u>								
Magnolia Booster Station	1,400,000	200,000	0	1,200,000	0	0	0	0
Oak Grove Booster Station	330,000	0	0	330,000	0	0	0	0
Preston Manor Booster Station Study	400,000	0	0	0	0	200,000	0	200,000
Route 7 Water Main Parallel	450,000	0	0	0	0	0	0	450,000
Water and Sewer Authority Study Establishment	5,580,000	2,000,000	0	3,580,000	0	0	0	0
<u>Open Projects:</u>								
Abingdon Maintenance Storage Protection	200,000	200,000	0	0	0	0	0	0
Abingdon Road Water	8,300,000	8,300,000	0	0	0	0	0	0
Abingdon WTP Expansion	76,535,000	76,535,000	0	0	0	0	0	0
Chlorine Replacement Program	720,000	720,000	0	0	0	0	0	0
City of Baltimore - Deer Creek Pump Station & Valve Impr.	3,700,000	3,700,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

WATER & SEWER FUND

WATER PROJECTS

Open Projects (cont.):

City of Baltimore Raw Water Supply	3,300,000	3,300,000	0	0	0	0	0	0
Construction Unanticipated 12	300,000	300,000	0	0	0	0	0	0
Information Asset Management	400,000	400,000	0	0	0	0	0	0
Regional Water Supply R&A	500,000	500,000	0	0	0	0	0	0
Rt. 24 Transmission	160,000	160,000	0	0	0	0	0	0
Safeguarding Business Operations	2,018,400	2,018,400	0	0	0	0	0	0
700 MHz Wireless Radio System Equipment	649,000	649,000	0	0	0	0	0	0
Site Acquisition	800,000	800,000	0	0	0	0	0	0
Tank Painting 10	365,000	365,000	0	0	0	0	0	0
Tank Painting 12	300,000	300,000	0	0	0	0	0	0
Tank Painting 14	500,000	500,000	0	0	0	0	0	0
Water & Sewer Rate Study	300,000	300,000	0	0	0	0	0	0
Water Quality Improvements	600,000	600,000	0	0	0	0	0	0
Water Zone Improvements	150,000	150,000	0	0	0	0	0	0
Water Total by Project	127,276,400	108,021,400	3,940,000	6,930,000	2,720,000	1,970,000	1,320,000	2,375,000
Paygo	29,499,223	12,124,223	4,040,000	5,400,000	2,720,000	1,970,000	1,320,000	1,925,000
Future Bonds	1,380,000	0	(600,000)	1,530,000	0	0	0	450,000
Prior Bonds	95,412,460	95,412,460	0	0	0	0	0	0
Reappropriated	984,717	484,717	500,000	0	0	0	0	0
Water Total by Fund	127,276,400	108,021,400	3,940,000	6,930,000	2,720,000	1,970,000	1,320,000	2,375,000

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM				FY 2020
					FY 2017	FY 2018	FY 2019		

WATER & SEWER FUND

SEWER PROJECTS

FY 15 Funded Projects:

Bynum Ridge Replacement Sewer	375,000	0	200,000	0	0	0	0	175,000
Bynum Run Parallel 6&7	16,063,170	6,920,000	1,693,170	450,000	0	0	3,500,000	3,500,000
Edgewood Interceptor Sewer Parallel	500,000	300,000	200,000	0	0	0	0	0
Renewal and Replacement Sewer Infrastructure	1,500,000	600,000	200,000	0	200,000	200,000	100,000	200,000
Ring Factory Pump Station Fairwind Farms Abandonment	720,000	0	720,000	0	0	0	0	0
Sod Run Facility Improvements	6,800,000	1,600,000	1,000,000	500,000	1,000,000	1,000,000	700,000	1,000,000

Outyear Projects:

Ah-Ha Collector Upgrade	2,000,000	0	0	1,000,000	1,000,000	0	0	0
Bill Bass Pump Station Force Main Replacement	7,700,384	700,384	0	0	0	5,000,000	2,000,000	0
Bio Solids Facilities Enhancements	4,450,000	0	0	700,000	3,750,000	0	0	0
Bush Creek Pump Station	30,700,000	27,400,000	0	3,300,000	0	0	0	0
Infiltration and Inflow	650,000	350,000	0	100,000	0	100,000	0	100,000
Town Center Drive Pump Station Replacement	1,550,000	350,000	0	0	0	1,200,000	0	0
Upper Bynum Run Infiltration and Inflow	6,900,000	3,400,000	0	500,000	1,000,000	1,000,000	1,000,000	0

Open Projects:

Bel Air Infiltration and Inflow	500,000	500,000	0	0	0	0	0	0
Chlorine Replacement Program WWTP	660,000	660,000	0	0	0	0	0	0
Church Creek Pump Station Replacement	10,100,000	10,100,000	0	0	0	0	0	0
Electrical/Network/Phone	130,000	130,000	0	0	0	0	0	0
ENR at Joppatowne	5,500,000	5,500,000	0	0	0	0	0	0
ENR Refinement at Sod Run	57,500,000	57,500,000	0	0	0	0	0	0
Green Ridge Pump Station Replacement	1,500,000	1,500,000	0	0	0	0	0	0
Harford Estates Pump Station Abandonment	5,532,100	5,532,100	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

HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020

WATER & SEWER FUND

SEWER PROJECTS

Open Projects (cont.):

Oaklyn Manor/Joppa Area Sewer Relief	1,950,300	1,950,300	0	0	0	0	0	0
Plumtree Collector Parallel Phase 2	100,000	100,000	0	0	0	0	0	0
Sod Run WWTP - Sludge Pad Cover	750,763	750,763	0	0	0	0	0	0
Utility Protection Restoration	500,000	500,000	0	0	0	0	0	0
Sewer Total by Project	178,321,717	140,033,547	4,013,170	6,550,000	6,950,000	8,500,000	7,300,000	4,975,000
Paygo	20,595,000	8,400,000	2,120,000	1,100,000	2,200,000	3,500,000	1,800,000	1,475,000
Future Bonds	25,445,000	0	1,245,000	5,450,000	4,750,000	5,000,000	5,500,000	3,500,000
Prior Bonds	74,663,189	74,663,189	0	0	0	0	0	0
Reappropriated	1,379,110	730,940	648,170	0	0	0	0	0
State	51,400,000	51,400,000	0	0	0	0	0	0
Federal	1,250,300	1,250,300	0	0	0	0	0	0
Other	100,000	100,000	0	0	0	0	0	0
Developer	3,489,118	3,489,118	0	0	0	0	0	0
Sewer Total by Fund	178,321,717	140,033,547	4,013,170	6,550,000	6,950,000	8,500,000	7,300,000	4,975,000

TOTAL WATER & SEWER CAPITAL	305,598,117	248,054,947	7,953,170	13,480,000	9,670,000	10,470,000	8,620,000	7,350,000

	TOTAL COST	PRIOR APPROP	BUDGET FY 2015	FY 2016	FIVE YEAR CAPITAL PROGRAM			
					FY 2017	FY 2018	FY 2019	FY 2020
TOTAL APPROVED CAPITAL IMPROVEMENT PROGRAM	2,018,525,831	1,277,658,236	107,260,591	156,143,930	149,786,720	130,428,474	126,549,180	70,698,700

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 2014-2015 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 2014-2015, Harford County plans to participate in over 66 individual grant programs as a direct recipient offered through either the Federal or State governments. Through these grant programs, financial and programmatic development assistance and support can be provided to designated private, nonprofit human services in Harford County. Staffing to implement these programs is provided for the duration of a particular grant, when appropriate.

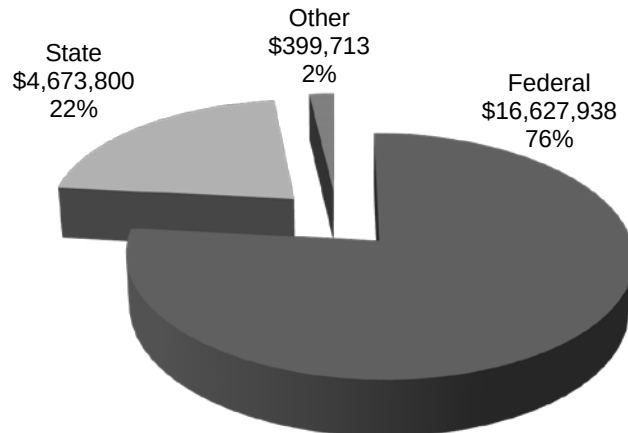
HARFORD COUNTY, MARYLAND
FY15 Anticipated Grant Award Dollars
 (July 1, 2014 to June 30, 2015)
\$21,701,451

Total Number of Anticipated Grant Awards: 66

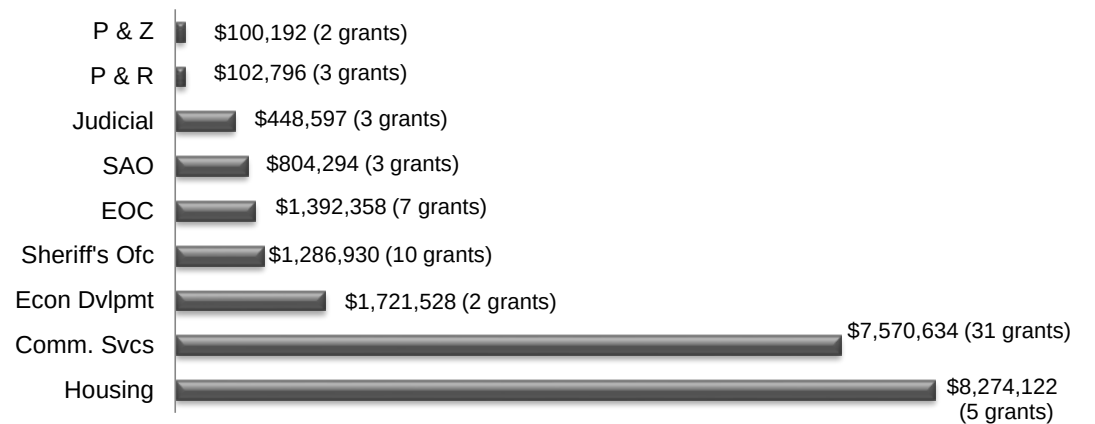
F	33
F	2
S	25
S	2
C	4

Requested County Match: \$3,082,245

% of Anticipated Grant Dollars by Funder



Anticipated Grant Dollars by Department \$21,701,451*



*Does not include Requested County Match or Capital Projects

**SELF INSURANCE FUND
FISCAL YEAR 2015**

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 2013 which covers the general liability, automotive liability, property damage, and workers' compensation exposures.

**Self-Insurance Fund
Statement of Estimated Net Position**

Total Net Assets as of June 30, 2013		7,084,274
Revenues from Agencies and Reimbursements	4,643,859	
Interest Income	25,000	
Insurance Recovery	100,000	
Appropriated Retained Earnings	0	
Total Estimated Revenues	<u>4,768,859</u>	
Expenses for Claims, Excess Coverages, Claims Management and Other Expenditures	4,766,990	
Total Estimated Expenditures	<u>4,766,990</u>	
Estimated Unrestricted Net Position - June 30, 2014		<u><u>7,086,143</u></u>

Fiscal Year 2014-2015

Estimated Revenues:

Revenues from Agencies and Reimbursements	2,080,315	
Appropriated Retained Earnings	2,252,894	
Interest Income	25,000	
Insurance Recovery	175,000	
Total Estimated Revenues	<u>4,533,209</u>	

Estimated Expenditures:

Claims and Expenditures	(4,533,209)	
Total Estimated Expenditures	<u>(4,533,209)</u>	

Estimated Unrestricted Net Position- June 30, 2015		<u><u>7,086,143</u></u>

VOLUNTEER FIREMEN'S PENSION TRUST (LOSAP) FUND
LOSAP - LENGTH OF SERVICE AWARD PROGRAM
FISCAL YEAR 2015

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, 2012, this fund had an unfunded actuarial accrued liability of \$9,832,931. The most current actuarial report was completed as of May 14, 2013. As of June 30, 2013, the market value of investments in the Pension Fund was \$19,594,407. The County has hired an investment consultant and an investment manager to invest the pension funds for better investment return over the long period. This was done with the cooperation of the Pension Committee of the Association of the Volunteer Fire and Emergency Medical Services of Harford County, Inc.

Volunteer Firemen's Pension Trust (LOSAP) Fund
Statement of Estimated Net Position

Net Position Held In Trust for Pension Benefits - June 30, 2013	19,815,049

Estimated Revenues:	
County Contributions	1,934,886
Investment Income	<u>800,000</u>
Total Estimated Revenues	2,734,886

Estimated Expenses:	
Pension Payments	(1,500,000)
Actuarial & Investment Services	(160,000)
Death Benefits	<u>(50,000)</u>
Total Estimated Expenditures	<u>(1,710,000)</u>

Estimated Net Position Held In Trust for Pension Benefits - June 30, 2014	<u><u>20,839,935</u></u>

Fiscal Year 2014-2015

Estimated Revenues:	
County Contributions	2,030,844
Investment Income	<u>800,000</u>
Total Estimated Revenues	2,830,844

Estimated Expenditures:	
Pension Payments	(1,700,000)
Actuarial & Investment Services	(210,000)
Death Benefits	(50,000)
Unfunded Liability	<u>(870,844)</u>
Total Estimated Expenditures	<u>(2,830,844)</u>

Estimated Net Position Held In Trust for Pension Benefits - June 30, 2015	<u><u>20,839,935</u></u>

**SHERIFF'S OFFICE PENSION PLAN
FISCAL YEAR 2015**

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, 2013, the fund had an unfunded actuarial accrued liability of \$18,688,933. As of June 30, 2013 the market value of the investments in the Pension Fund was \$41,278,840. The most current actuarial valuation was completed November 15, 2013.

**Sheriff's Office Pension Plan
Statement of Estimated Net Position**

Net Position Held In Trust for Pension Benefits June 30, 2013	41,278,840

Estimated Revenues:

Employee Contributions	470,000	
County Contributions	2,376,590	
Investment Income	800,000	
Total Estimated Revenues		3,646,590

Estimated Expenses:

Actuarial & Investment Services	(400,000)	
Medical & Legal Services	(25,000)	
Pension Payout	(2,500,000)	
Total Estimated Expenses		(2,925,000)

Estimated Net Position Held In Trust for Pension Benefits June 30, 2014	42,000,430

Fiscal Year 2014-2015

Estimated Revenues:

Investment Income	800,000	
Employee Contributions	465,000	
County Contributions	2,490,164	
Total Estimated Revenues		3,755,164

Estimated Expenditures:

Actuarial & Investment Services	(400,000)	
Medical & Legal Services	(25,000)	
Pension Payout	(2,500,000)	
Unfunded Liability Contribution	(830,164)	
Total Estimated Expenditures		(3,755,164)

Estimated Net Position Held In Trust for Pension Benefits June 30, 2015	42,000,430

**HARFORD COUNTY OTHER POST EMPLOYMENT BENEFIT PLAN
FISCAL YEAR 2015**

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 December 30, 2013 for period ending June 30, 2015.

**Other Post Employment Benefits Plan Trust Fund
Statement of Estimated Net Position**

Net Position Held In Trust for OPEB June 30, 2013	61,506,497
Estimated Revenues:	
Investment Income	1,000,000
OPEB Retiree Payment	786,500
County Contributions	<u>13,381,000</u>
Total Estimated Revenues	15,167,500
Estimated Expenses:	
Financial/Audit	(300,000)
OPEB Benefits	<u>(6,060,000)</u>
Total Estimated Expenses	<u>(6,360,000)</u>
Estimated Net Position Held In Trust for OPEB June 30, 2014	<u><u>70,313,997</u></u>

Fiscal Year 2014-2015

Estimated Revenues:	
Investment Income	1,000,000
OPEB Retiree Payment	750,000
County Contributions	<u>13,794,000</u>
Total Estimated Revenues	15,544,000
Estimated Expenditures:	
Life Insurance Payments	(60,000)
Health Insurance Payments	(7,000,000)
Financial/Audit	(300,000)
Unfunded Liability Contribution	<u>(8,184,000)</u>
Total Estimated Expenditures	<u>(15,544,000)</u>
Estimated Net Position Held In Trust for OPEB June 30, 2015	<u><u>70,313,997</u></u>

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.

BRAC

An acronym that stands for Base Realignment & Closure which is the process the Dept. of Defense uses to reorganize its federal installations for a more efficient & streamlined approach.

CAPITAL ASSETS

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL BUDGET

A financial plan for appropriating monies necessary to fund the construction of permanent public improvements. Capital projects may extend beyond one fiscal year, and are financed by bonds, grants, contributions, Paygo funds or other approved long-term indebtedness.

CAPITAL IMPROVEMENTS

Projects that are long-term assets such as roads, buildings, and landfills.

CAPITAL IMPROVEMENT PROGRAM

A five-year projection of capital improvements that includes funding sources of the project. The first year of the program represents the current fiscal year capital budget.

CAPITAL OUTLAY

Includes all expenditures for vehicles, equipment and facilities properly classified as fixed assets and having a useful life

of more than five years and/or a value of at least \$300. They may be additional or replacement items.

CAPITAL PROJECT

Any acquisition of property of a permanent nature for public use and/or any physical improvement including any preliminary studies, surveys and initial equipment purchases.

CAPITAL PROJECT FUND

Accounts for financial resources to be used for the acquisition or construction of major capital facilities of all major and non-major governmental funds.

CASH BASIS

A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CONSTANT YIELD 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.)

EDU

An acronym that stands for Equivalent Dwelling

GLOSSARY

Unit, which is the unit of measure by which the periodic User Charge for sewer services provided by the County is calculated.

EMERGENCY APPROPRIATION

In accordance with Harford County Charter, County Council may, upon recommendation of the County Executive, make emergency appropriations from contingency reserves in the operating budget if it is determined that there exists a need to protect or preserve public life, health, or property. If no available unappropriated revenues exist to meet an emergency appropriation, County Council is authorized to issue renewable emergency notes payable no later than the last day of the next succeeding fiscal year.

EMPLOYEE (OR FRINGE) BENEFITS

Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

ENCUMBRANCE

An accounting commitment that reserves unappropriated funds for a future expenditure.

ENTERPRISE FUND

A fund or group of funds established to provide and operate County services and

facilities such as utilities, in a business like nature with the intent of supporting these goods and services provided to the general public by user charges.

ENTITLEMENTS

Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

EXPENDITURE

To pay out or spend.

EXPENSE

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

FICA

An acronym that stands for Federal Insurance Contributions Act, which is federal legislation in the United States that mandates employers withhold a set percentage of their employees' salary each pay period.

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.

GLOSSARY

FIXED ASSETS

Assets of long-term character which are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, or machinery.

FRINGE BENEFITS

Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

FULL FAITH AND CREDIT

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

Assigned and Unassigned reserves in a fund; the amount by which resources exceed the obligations of the fund.

GAAP

Generally Accepted Accounting Principle. Uniform minimum standards for financial

accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND

The principal operating fund for Harford County Government, it encompasses all 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 predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.

LANDFILL AIRSPACE

The volume (cubic yards) available for disposal of solid waste at a landfill obtained by multiplying the total landfill area (square yards) by the average height of solid waste (yards).

LEASE FINANCE

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

LEASE PURCHASE AGREEMENT

A contractual agreement termed "lease" but is actually a purchase contract.

LEVY

To impose taxes for the support of government activities.

LICENSES AND PERMITS

County issued authorizations regulating various kinds of business and business activities, or certain activities by individuals.

LONG-TERM DEBT

Debt with a maturity of more than one year after the date of issuance.

MAINTENANCE OF EFFORT

A State requirement that, in order to receive increases in public school education aid, local governments must provide funds for the next fiscal year, at a minimum, at the same per pupil level as the current fiscal year. To receive additional State Community College aid, the County must

at a minimum, provide the same overall dollar contribution level as the previous year.

MISCELLANEOUS

Reflects those costs not readily classifiable under other objects of expenditure but remaining integral operating costs of County Government. Grants and contributions, inter-fund reimbursements, financing of Pay-As-You-Go (Paygo) capital improvement projects, and expenditures of a confidential nature are included under this category.

MAJOR FUND

Any fund whose revenues/expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

MISSION

The desirable end result of any activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate.

MODIFIED ACCRUAL BASIS

The basis of accounting under which expenditures are recorded when the services or goods are received and the liabilities are incurred, and revenues are

GLOSSARY

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 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.

UNASSIGNED FUND BALANCE

An available balance here is the cumulative result of actual revenues exceeding expenditures for the current and prior fiscal years. This represents that balance available that is unassigned or not designated for future year's expenditures.

UNRESTRICTED NET POSITION

Surplus funds from prior years used to finance current year operations.

USER CHARGES

Fees levied to support specific programs and services and paid only by those directly receiving or benefiting from such programs and services as opposed to the general population.

VISION

An ideal perception of the future and serves as a foundation for strategic planning.

WATER AND SEWER FUND

Established in accordance with Section 522 of the County Charter which requires "Separate budget for each utility to be included in the current expense and capital budget." The fund covers the operations of the County's water and sewer systems. The system is financed primarily through charges to customers for services provided.

WATER AND SEWER DEBT SERVICE FUND

Includes the payment of principal and interest on long-term water and sewer bonds and loans. 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

BRAC

Base Realignment and Closure Act

CAD

Computer Aided Dispatch

CDBG

Community Development Block Grant

CIP

Capital Improvements Program

COLA

Cost of Living Adjustment

COMAR

Code of Maryland Annotated Regulations

CPR

Cardio Pulmonary Resuscitation

CSEPP

Chemical Stockpile Emergency Preparedness Program

DBED

Department of Business and Economic Development

DEED

Department of Economic and Employment Development

DILP

Department of Inspections, Licenses, Permits

DNR

Department of Natural Resources

ECHO

Ecumenical Community of Harford County

EDU

Equivalent Dwelling Unit

EIS

Emergency Information System

EMS

Emergency Medical Service

ENR

Enhanced Nitrogen Removal

EPA

Environmental Protection Agency

FAMIS

Financial Accounting Management Information System

FICA

Federal Insurance Contributions Act

FTE

Full-Time Equivalent

FY

Fiscal Year

GAAP

Generally Accepted Accounting Principles

GASB

Governmental Accounting Standards Board

GLOSSARY

GBC

Greater Baltimore Committee

GFOA

Government Finance Officers Association

GIS

Geographic Information System

G.O. BONDS

General Obligation Bonds

HAZMAT

Hazardous Materials

HEAT CENTER

Higher Education Applied Technology Center

HCN

Harford Cable Network

HICS

Harford Interfaith Community Service

HWDC

Harford Waste Disposal Center

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

MTA

Mass Transit Authority

MVA

Motor Vehicle Association

MOSHA

Maryland Occupational Safety Hazard Association

MRIS

Metropolitan Regional Information Systems

NACO

National Association of Counties

NAWAS

National Warning System

NMWDA

Northeast Maryland Waste Disposal Authority

NPDES

National Pollutant Discharge Elimination System

OPEB

Other Post Employment Benefits

OSHA

Occupational Safety Hazard Association

PAYGO

"Pay As You Go" Financing

PEHP

Post Employment Health Plan

POS

Program Open Space

SARA

Superfund Amendment Reauthorization Act

GLOSSARY

SRPIC (PIC)

Susquehanna Region Private Industry
Council

SSTAP

Statewide Special Transportation
Assistance Program

STOP

Safety Training Observation Program

VFC

Volunteer Fire Companies

W&S

Water and Sewer

WTE

Waste-to-Energy

WTP

Water Treatment Plant

WWTP

Wastewater Treatment Plant

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