Harford County, Maryland

APPROVED
Annual Operating Budget

Fiscal Year 2013 - 2014

David R. Craig
County Executive
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 risque of our lives and fortunes."
GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Harford County
Maryland

For the Fiscal Year Beginning
July 1, 2012

Christopher P. Mowatt  Jeffrey R. Erwin
President     Executive Director
STATEMENT OF COMPLIANCE
WITH
PROGRAM CRITERIA
OF
GOVERNMENT FINANCE OFFICERS ASSOCIATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Harford County, Maryland for its annual budget for the fiscal year beginning July 1, 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.
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, 2013, and ending on the 30th day of June, 2014, 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, 2013, and ending on the 30th day of June, 2014, 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 Six Tenths Cents ($0.896) for each One Hundred Dollars ($100.00) of assessed value of all taxable property.

Section 2. AND BE IT FURTHER RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2013, and ending on the 30th day of June, 2014, 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 Six Tenths Cents ($0.146) on each One Hundred Dollars ($100.00) of the assessed value of all taxable property.
Section 3. AND BE IT FURTHER RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2013, and ending on the 30th day of June, 2014, 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-Four Cents ($2.240) for each One Hundred Dollars ($100.00) of assessed value of all taxable property.

Section 4. AND BE IT FURTHER RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2013, and ending on the 30th day of June, 2014, 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-Six and Five Tenths Cents ($0.365) for each One Hundred Dollars ($100.00) of assessed value of all taxable property.

Section 5. AND BE IT FURTHER RESOLVED that this Resolution shall take effect on the 1st day of July, 2013.

Attest:

Pameia Meister
Council Administrator

Billy Boniface
President of the Council

ADOPTED: This 28th day of May 2013.
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July 1, 2013

A Message from County Executive David R. Craig

Developing the Fiscal Year 2014 Operating and Capital Budgets for Harford County has presented numerous 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 improving, the Fiscal Year 2014 Operating and Capital Budgets are indicative of conservative budgeting with sustainable commitments without raising taxes.

Fiscal conservatism has been the hallmark of my Administration since I took office in 2005. Through tough economic times these past several years, perhaps more challenging than in several decades, we have kept our tax rate low, and worked with the Harford County Sheriff’s Office, Board of Education, Harford Community College, Harford County Library and others to hold the line on spending as much as possible. This resulted in significant savings to the taxpayer, while managing government in the most economical and efficient manner possible.

A number of revenue streams have been adversely affected over the past several years by various forces outside the control of my Administration. A lagging national economy, unfunded mandates from Annapolis and lower tax revenues have resulted in a lean budget, both Operating and Capital for Fiscal Year 2014. The General Fund Budget reflects an increase of only $9.4 million over last year’s budget.

CONSERVATIVE FISCAL YEAR MANAGEMENT

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

Harford County has a history of fiscal conservatism and sound financial management, but just as many residents are facing diminishing incomes, County government is challenged by slow or no growth in various revenue streams, and the loss of specific funding from the State of Maryland.

Estimating Income Tax receipts is of particular concern. This year, as in the past, we have been fortunate to have had the guidance of our Spending Affordability Committee to help project future Income Tax, as well as Property Tax receipts. Maryland collects State income tax and distributes proportionate receipts to local governments over an eighteen month period. These distributions come with little data defining their composition.

Local governments cannot determine if an upturn is due to higher incomes, capital gains, etc. nor can they tell if a downturn is strictly the result of unemployment or such actions as postponing distributions. With the delayed receipt and lack of data our Spending Affordability Committee along with County staff are somewhat hindered in making estimates.

We continue to invite representatives from a wide variety of local businesses to a Business Roundtable discussion. Companies participating include contracting, banking, farming, retail, automobile sales and real estate; as well as individuals from the medical field and the Chamber of Commerce. Each group is affected by fluctuations in our citizens’ income, and sees an immediate impact on their revenues. These meetings provide a current picture of what the County can expect in future income tax receipts.

STRATEGIC PLANNING

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

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

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

BRAC was successfully completed in September 2011 and provided the largest economic impact to this area since World War II. It brought $1.3 billion dollars in construction and 3 million square feet of laboratory, office and testing space to APG. It synergized research, development, testing and evaluation (RDT&E) by bringing new technology sectors and headquartered commands to APG, such as Communications-Electronics Command (CECOM). APG is now recognized as an Army mega-base for RDT&E, ranks as the third largest workforce center in the State of Maryland and has grown to a $20 billion economic engine.

ECONOMIC TRENDS & REVENUE ESTIMATES

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

We have major concerns for Fiscal Year 2014, which include the global economy and its impact on our County, the housing markets, and an unclear picture of both the Federal and the State of Maryland’s finances and their impact on local subdivisions.

THE STATE OF MARYLAND

In order to meet our County’s Charter deadline and submit a Proposed Budget to the County Council by April 15 of each year, we start our process well before the Maryland General Assembly starts their annual session, which begins mid-January and runs until mid-April.

In 2007, the Special Session of the Maryland General Assembly made a change to the Annotated Code of Maryland concerning the imposition of recordation and transfer taxes on the transfer of real property through the sale of a "controlling interest" in specified corporations beginning in Fiscal Year 2009, but with the current economic conditions we have seen no impact of this change to the revenue picture as projected by the Department of Legislative Services.
The State also altered the distribution formula for Highways Users Fees, reducing the locals’ share of motor fuel taxes, security interest filing fees and tag fees since July 1, 2008. The State of Maryland reduced the distributions to the jurisdictions in Fiscal Year 2010. The County received $1.1 million of an anticipated $6.4 million. There has been little growth in this revenue stream since Fiscal Year 2010. For Fiscal Year 2014, we anticipate receiving $1,344,855 which represents 2.7% of the total Highways Fund revenues.

A Special Session of the Maryland General Assembly in May, 2012 resulted in the shift of responsibility for teacher pension costs to the Local Subdivisions beginning in Fiscal Year 2013. The transfer of these pension costs will be phased in over a four year period, with Harford County assuming 100% of the liability in Fiscal Year 2016. In Fiscal Year 2013, Harford County’s share was $5,529,741 for the teacher pension liability. In Fiscal Year 2014, an additional $1,479,361 was required for a total of $7,009,102 for teacher pensions.

On May 2, 2012, Governor O’Malley signed House Bill 987 into law which requires ten (10) Maryland counties, including Harford to collect a Stormwater Remediation Fee. The purpose of this dedicated fee is to provide funding for the implementation of local stormwater management practices and stream/wetland restoration projects. Harford County Bill 13-12 set a flat rate of $125 for property with residential or agricultural use and a rate of $7.00 per 500 feet of impervious surface for a property with a business, commercial or industrial use. The Bill, as amended, also states that as of July 1, 2013 only 10% of the fee will be collected. For Fiscal Year 2014 this will result in a residential/agricultural flat fee of $12.50 and a commercial fee of 70 cents per 500 feet of impervious surface.

**HARFORD COUNTY**

Harford County received the highest ratings from two of three bond rating agencies for its general obligation (GO) bonds on February 19, 2013. The ratings reaffirm that Harford County remains financially sound and is well positioned to support our business community, to provide effective and efficient services and conservatively manage our tax dollars.

<table>
<thead>
<tr>
<th>Rating Agency</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitch Ratings</td>
<td>AAA</td>
</tr>
<tr>
<td>Moody's Investors Service</td>
<td>Aaa</td>
</tr>
<tr>
<td>Standard and Poor's</td>
<td>AA+</td>
</tr>
</tbody>
</table>
REVENUES

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

Property Taxes

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Approved Budget</th>
<th>Percentage of Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>$289,272,646</td>
<td>45.17%</td>
</tr>
<tr>
<td>FY 13</td>
<td>$292,182,545</td>
<td>46.69%</td>
</tr>
</tbody>
</table>

$ decline ($2,909,899)
\%

decline
(1.00%)

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

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

The Fiscal Year 2014 Budget was based on no change to the real property tax rate of $1.042, which falls below the Constant Yield, and a corporate and personal property tax rate of $2.605.

Each year the State reassesses one third of the County, resulting in a complete reassessment of the County every three years. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed value of local property is the County’s assessable base, which can change through reassessment and the loss or gain of building and personal property.
The Homestead Tax Credit assists homeowners dealing with large assessment increases on their principal residence. The credit limits the increase in taxable assessments each year to a fixed percentage. Every county and municipality in Maryland is required to limit its taxable assessment increase to 10% or less each year. Harford County’s limit is capped at 5%. This means the homeowner pays no property tax at a market value increase which is above the 5% limit.

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

In Fiscal Year 2014, the percent of overall decline in property tax is (1.00%) or ($2,909,899). This is primarily due to a decrease in reassessed property values.

Income Taxes

<table>
<thead>
<tr>
<th>Year</th>
<th>Approved Budget</th>
<th>% of Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>$190,600,000</td>
<td>29.76%</td>
</tr>
<tr>
<td>FY 13</td>
<td>$175,068,772</td>
<td>27.98%</td>
</tr>
</tbody>
</table>

$ growth $15,531,228
% growth 8.87%

Income tax is calculated in Maryland as a percentage of net taxable income. While the State sets a cap of 3.2% growth for local governments, the Harford County Council set our income tax rate at 3.06%. The State Comptroller’s Office administers and collects the tax and distributes the receipts to the counties and municipalities. We receive approximately 90% of income tax in quarterly distributions of withholdings and estimated payments. These receipts began declining in Fiscal Year 2009 and continued to decline through Fiscal Year 2010. We saw a rebound in Fiscal Year 2011 and expect it to continue through Fiscal Year 2014. We estimate the Fiscal Year 2013 actual amount to be $188,771,895, an increase of $13,703,123 over the Fiscal Year 2013 budgeted amount of $175,068,772. Fiscal Year 2014 is expected to grow to $190,600,000, approximately 1% over the Fiscal Year 2013 estimated amount of $188,771,895.
**Recordation Tax**

<table>
<thead>
<tr>
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<th>FY 14 Approved Budget</th>
<th>1.51% of the Total All Funds FY 14 Approved Operating Budget</th>
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<tr>
<td></td>
<td>FY 13 Approved Budget</td>
<td>$7,533,738</td>
</tr>
<tr>
<td>$ growth</td>
<td>$2,166,517</td>
<td></td>
</tr>
<tr>
<td>% growth</td>
<td>28.76%</td>
<td></td>
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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 Assets**

<table>
<thead>
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<th>FY 14 Approved Budget</th>
<th>7.46% of the Total All Funds FY 14 Approved Operating Budget</th>
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<tr>
<td></td>
<td>FY 13 Approved Budget</td>
<td>$50,924,851</td>
</tr>
<tr>
<td>$ decline</td>
<td>($3,145,028)</td>
<td></td>
</tr>
<tr>
<td>% decline</td>
<td>(6.18%)</td>
<td></td>
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Governmental funds report the difference between their assets and liabilities as fund balance, which is divided into reserved and unreserved. Proprietary funds report the difference between their assets and liabilities as net assets, which is divided into restricted and unrestricted.
In Fiscal Year 2014, Fund Balance has been appropriated in the General Fund at approximately $21.9 million of which $16.5 million will be used to fund our Paygo funded capital projects. Likewise, $4.8 million in Highways Fund Balance will fund capital budget projects in the Highways capital budget for resurfacing, bridge and roadway issues. The Parks and Recreation Special Revenue Fund Balance of $33,233 will be used primarily to replace the HVAC system and furnishings for Swan Harbor Farm, which is a major revenue producer for Harford County. The County Agricultural Preservation Fund will need all of the $712,755 of Fund Balance appropriated to make a balloon payment on debt service. The Water and Sewer Fund appropriates $9.6 million of net assets primarily for one-time capital Paygo projects and capital outlay and contributed capital of $10.6 million to fund depreciation expense.

EXPENSES

<table>
<thead>
<tr>
<th>THE GENERAL FUND</th>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$487,488,257</td>
<td>$496,925,918</td>
<td>$9,437,661</td>
<td>1.94%</td>
</tr>
</tbody>
</table>

The Fiscal Year 2014 General Fund Budget was approved with a $9,437,661 increase over Fiscal Year 2013.

The budget does not include pay raises or COLA’s for County employees. There are no furloughs or layoffs built into the Fiscal Year 2014 Budget. However, in Fiscal Year 2013 the County amended the Budget to provide eligible staff of Harford County government and the Libraries a 4% merit and Harford County Sheriff's Office Department a 4% COLA. This cost is reflected throughout the various County Departments and the Library budget in the Fiscal Year 2014 budget.

For Education, this budget funds the Board of Education at $221,300,729. The required Maintenance of Effort level for Fiscal Year 2014, less the State mandated contribution for teacher pensions, is $212,339,142 as a result of lower student enrollment. Harford County funded $1,952,485 over Maintenance of Effort. Pursuant to SB 1301-2012, the County was required to increase its share of the State mandated contribution to teacher pensions an additional $1,479,361 in Fiscal Year 2014. Total State mandated contribution for teacher pensions is $7,009,102. The County allocated funding to match a State grant to support the Governor’s Security Initiative Program which will allow for the installation of surveillance systems for schools. County funding is appropriated for new/replacement schools for Youth’s Benefit Elementary, and Havre de
BUDGET MESSAGE

Grace High School as well as Joppatowne High School systemic renovations, pending State approval of the projects. For Harford Community College, bonds will be issued to provide for renovation and expansion of the Edgewood Hall building and for the construction of a new building which will allow expansion of the Nursing and Allied Health Programs.

For the Libraries, an additional $30,000 is allocated to provide Sunday hours at the Jarrettsville Branch increasing the total number of branches open on Sundays from October thru April from three to four and an increase of $75,000 to enhance their materials collection.

For Public Safety, this budget includes additional funding to hire ten (10) Correctional Officers for one-half year for the Harford County’s Sheriff’s Office. The County will reallocate $13 million in bond authority from a prior project to continue to meet the federal mandate to update and upgrade additional sites to accommodate 700 and 800 MHz channels in order to increase coverage for public service providers. Additional funds are provided in Fiscal Year 14 to construct Phase I of the New Emergency Operations Facility. Funding in the amount of $100,000 continues to provide for improvements to emergency communications within school buildings experiencing poor radio coverage. Paygo funding for the Volunteer Fire Companies in the amount of $700,000 is appropriated for the expansion and renovation of the Joppa Magnolia Fire Station and an additional $250,000 for the Susquehanna Hose Company House #3 expansion and renovation.

In addition to public safety and education investments, we have included other bond funded priorities in our Fiscal Year 2014 Approved Capital Budget that positions the County for the future. Such priorities include $2 million to increase access to the web via high speed connectivity for citizens, business and governmental entities within our County. Projects such as this will keep Harford County competitive in the 21st century economy by benefiting our citizens and attracting jobs and investments from businesses who wish to locate here.

SOLID WASTE SERVICES

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14,594,635</td>
<td>$14,797,970</td>
<td>$203,335</td>
<td>1.39%</td>
</tr>
</tbody>
</table>

Solid Waste Services increase is primarily the result of Fiscal Year 2013 merit increase of 4% for eligible staff and increases to various operating expenses such as rubble disposal, special equipment rentals, fuel and fleet maintenance costs. Although the Northeast Maryland Waste Disposal Authority (NMWDA) management fees for the operation and maintenance of the Waste-to-Energy facility account for an increase of $419,667 for Fiscal Year 2014, the increase was offset by a decrease in Principal and Interest Payments for the Waste-to-Energy plant in the amount of ($448,670).

The Solid Waste Services capital budget allocates $6.3 million in Paygo funding for the closure of the Former Spencers Landfill project. This project is necessary to comply with the requirements and schedule of the Maryland Department of the Environment (MDE).
BUDGET MESSAGE

THE HIGHWAYS FUND

For Fiscal Year 2014, the decrease in the Highways Fund is the net result of: the transfer of 12 positions and the operating expenses of the Water Resources function being moved under the new Stormwater Management Fund and Capital Improvement funding in the amount of ($5,799,373) less than Fiscal Year 2013 for Paygo Capital projects offset by increases for benefit/salary costs such as the Fiscal Year 2013 Merit of 4% for eligible staff, Post Employment Health Plan (PEHP), pension/retirement and health benefits, in addition to Operating expenses to support Harford County's fleet such as Gasoline, Diesel and the Fleet Maintenance contract.

THE WATER & SEWER FUND

The Water and Sewer Operating Fund was established as a self-sustaining utility to account for water and sewer services provided by Harford County Government. Water and Sewer appropriations increase $1,686,254 over the Fiscal Year 2013 Budget allocation as a net result of: an additional $160,100 for Overtime; rate adjustments for pension/retirement, Post Employment Health Plan (PEHP), health benefits and workers compensation $332,920; the FY 2013 Merit increase of $384,675; County Facility Repair/Renovations $473,000, Other Professional Services for lab analysis for Maryland Department of the Environment compliance $199,425, and Chemicals $332,700 all based on actual expense history; Pro Rata reimbursement for General Fund overhead and administrative support functions increases $301,470 offset by a decrease in Paygo funding in support of the Fiscal 2014 Approved Capital Budget ($904,550).

In our Fiscal Year 2014 Approved Capital Budget we have included projects that focus on improving the County’s water and sewer infrastructure, as well as funding for a project to explore the feasibility of establishing a Water and Sewer Authority.

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$53,760,418</td>
<td>$49,402,491</td>
<td>($4,357,927)</td>
<td>(8.11)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$45,534,686</td>
<td>$47,220,940</td>
<td>$1,686,254</td>
<td>3.70%</td>
</tr>
</tbody>
</table>
WATER & SEWER DEBT SERVICE

The Water and Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans used to finance the capital projects of the County-owned Water and Sewer System. The decrease in funding for Fiscal Year 2014 is a result of the Principal and Interest payments adjusted to amounts due on outstanding debt.

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15,474,439</td>
<td>$14,118,789</td>
<td>($1,355,650)</td>
<td>(8.76%)</td>
</tr>
</tbody>
</table>

PARKS AND RECREATION SPECIAL REVENUE FUND

Parks and Recreation Special Revenue Fund revenues are derived from fees, rentals of and/or contributions to the Emmorton Recreation and Tennis Center, the Oakington Peninsula, the McFaul Senior/Youth Center’s skateboard facility, and the Showmobile, as well as special Recreational Council activities. This fund decreases ($5,234) over Fiscal Year 2013, primarily due to one-time funding appropriated to make repairs/renovations at the Emmorton Recreation & Tennis Center which have been completed. Improvements planned for Fiscal Year 2014 are anticipated to cost slightly less than Fiscal Year 2013. Planned are repairs and enhancements at the Swan Harbor Farm facility to include heat pump replacement/relocation, replacement of worn furnishings as well as resurfacing the main entrance and parking lot.

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$889,467</td>
<td>$884,233</td>
<td>($5,234)</td>
<td>(0.59%)</td>
</tr>
</tbody>
</table>
**AG PRESERVATION - COUNTY**

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,803,958</td>
<td>$6,176,219</td>
<td>$(627,739)</td>
<td>(9.23%)</td>
</tr>
</tbody>
</table>

Harford County is committed to Agricultural Preservation. The Harford County Agricultural Land Preservation Program was established in 1993 to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the County, by allowing landowners to preserve farmland for future generations via conservation easements. The County, using primarily Transfer Tax revenue, enters into installment contracts to purchase development rights; the landowners receive payments and/or a tax credit. For Fiscal Year 2014, we have decreased appropriations by $(627,739).

**AG PRESERVATION - STATE**

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000</td>
<td>$80,000</td>
<td>($20,000)</td>
<td>(20.00%)</td>
</tr>
</tbody>
</table>

Harford County’s Agricultural Land Preservation Program is certified. Therefore, the program can retain 75% of the Agricultural Transfer Tax collected. For Fiscal Year 2014, it is projected that the County’s share of State Agricultural Transfer Tax will be $78,000.

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 Land Preservation Foundation (MALPF) for easement purchases will be $47,150.
TAX INCREMENT FINANCING

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,100,000</td>
<td>$9,525,461</td>
<td>$8,425,461</td>
<td>765.95%</td>
</tr>
</tbody>
</table>

The Beechcreek Estates Tax Increment Fund is a special fund authorized by Bill No 10-10. The Bill provided that the County could issue not more than $14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. The James Run Development Tax Increment Fund and the James Run Development Special Taxes Fund are special funds that were authorized by Bill 12–35. The Bill provides that the County may issue not more than $23,000,000 in special obligation bonds to finance or reimburse the cost of the public improvement benefitting the 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 increase in funding for Fiscal Year 2014 is the result of the inclusion of the new James Run Development Special Taxes Fund.

STORMWATER MANAGEMENT FUND

<table>
<thead>
<tr>
<th>FY 13 APPROVED FUNDING</th>
<th>FY 14 APPROVED FUNDING</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$1,259,991</td>
<td>$1,259,991</td>
<td>100%</td>
</tr>
</tbody>
</table>

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. The Harford County Council enacted legislation April 23, 2013 to establish a Stormwater Remediation fee to be collected beginning July 1, 2013. A flat fee of $125 for property with residential or agricultural use and a rate of $7.00 per 500 fee of impervious surface for a property with a business, commercial or industrial use were established. However, Bill 13-12 as amended also states that as of July 1, 2013 only 10% of the fee will be collected.

Costs previously budgeted in the Bureau of Water Resources were moved to this new Stormwater Management Fund.
Clearly times remain challenging for Harford County Government. However, thanks to the cooperation of our citizens, our stakeholders and all departments of County government, we have cut costs, trimmed spending and are working hard to maintain the Aaa bond rating we recently received.

As your County Executive I am committed to maintaining services, working within the means of our revenue and continuing to keep our communities a great place to live, work and raise a family ~ the place we are proud to call home ~ Harford County.

Respectfully submitted,

David R. Craig
Harford County Executive
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 2014 Budget. It describes issues used to formulate the Fiscal Year 2014 Budget to include trend analysis and assumptions, economic outlook, organizational changes, State and Federal mandates, etc.
Spending Affordability Report

A copy of a report submitted to the County Executive by the Spending Affordability Advisory Committee (created by Executive Order 92-2) is provided in this section. The report contains the committee's recommendations of fiscal goals for the County's Fiscal Year 2014 Budget.

Summaries All Funds

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

Summaries Each Fund

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

Departmental Information

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

- **Department Organization Chart** displays what divisions are involved in the functions of each department.
- **Department Narrative** includes a department's establishing authority and purpose; its mission statement, which supports the County's overall strategies; and the key goals chosen to support its mission.
- **Department Fund Summary** provides appropriation information for each department by Character, Funding Source and Division.
- **Financial Notes** explaining major changes to a department's funding level.
- **Staff Summary** provides a list of personnel needed to perform the function of the department.
- **Grant Summary** provides information on grants administered by the department, or for which matching funds are appropriated in the department's budget. A brief explanation of the County's obligation or any impact the grant may have on the day to day operation of the department when grant ends is also included.

Division Information

The following information is provided under each department's tab for divisions involved in the functions of the department:
Division Narrative describes the origin and specific functions and activities of each division within a department; current fiscal year objectives, established to meet the department’s goals, are delineated.

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

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

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

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

Debt Service

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

Insurance

The County maintains a Self-Insurance Fund for the purpose of paying General and Automobile Liability claims and County property damage losses. Funding requirements allocated to each major fund are determined on the basis of an annual contracted actuarial analysis and internal evaluation of loss experience and exposures. The amount of appropriation required for each fund for Fiscal Year 2014 is listed in this section.

Benefits

This section provides a list of funds appropriated for Fiscal Year 2014 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 2014 is provided in this section.
Non-Departmental expenses include costs essential to the operation of the County Government which do not fall within the functions of any one department or agency. This section defines and details these expenses which include a Closure Reserve account, the Rural Legacy Program, Appropriations to Towns, and Appropriations to State.

**Contingency Reserve**

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

**Capital Budget**

A summary highlighting the Capital Budget for Fiscal Year 2014 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 2013 – 2014*.

**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 2014, 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 Willoby’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 sitting 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 risqué of our lives and fortunes.”
The County Coat of Arms was designed by George Van Bibber and adopted by the County Commissioners on September 28, 1964. In the accepted design the shield is gold to symbolize the wealth of the county and the richness of its fields. Across the shield are waving bends of blue signifying three major county streams (Deer Creek, Bynum Run, and Winters Run). The crest is a two-handed forearm with the right hand holding an escrivant (heraldic for "writing"), a white quill symbolizing the pen used by those who wrote and signed the Bush Declaration. The left hand holds a sword as if presenting into the right hand of the nation, the skills of reproducing defense materials, emanating from Edgewood Arsenal and Aberdeen Proving Ground. The motto "At the Risque of Our Lives and Fortunes" comprises the last eight words of the Bush Declaration and preserves the same spelling for "risk" that is used in that document.

THE HARFORD COUNTY TREE

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

FORM OF GOVERNMENT

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

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

THE HARFORD COUNTY SEAL
AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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.
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.
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;
- Insuring that County funds in excess of those required for immediate needs are invested in the best interests of the County;
- Signing or causing to be signed on the County’s behalf all deeds, contracts, and other instruments; and
- Seeing that the affairs of the Executive Branch are properly and efficiently administered, and that employees of the Executive Branch faithfully perform their duties.

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

DIRECTOR OF ADMINISTRATION

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

The Director of Administration also serves as the County’s budget officer, and is responsible for causing to be prepared and submitted to the County Executive, for approval and submission to the Council, all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of the County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County’s Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations.
Both Charter provisions and Executive Orders have resulted in the creation of various divisions under the purview of the Director of Administration:

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

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 Public Works, a Public Works 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.
HARFORD COMMUNITY COLLEGE

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

THE HIGHER EDUCATION AND CONFERENCE CENTER AT HEAT

The Higher Education & Conference Center at HEAT (Higher Education and Applied Technology Center), located in Aberdeen, Maryland, at the juncture of Interstate 95 and Rt. 22, provides expanded higher education access to the citizens of northeastern Maryland. Baccalaureate and graduate programs are offered by colleges and universities in support of the educational needs of the region. Harford Community College coordinates the academic programs and maintains the facility. Partnering institutions provide the faculty and establish the requirements of their individual programs. Each institution sets its own tuition rate. Students enroll directly with the partnering institutions that collect all tuition and fees and confer all degrees.

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

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

THE HARFORD CENTER

Article XXV of the Harford County Code establishes a body corporate and politic, known as the Harford Center, as an instrument of the County and as a public corporation. The Harford Center operates a residential and day care training and rehabilitation facility center to properly care for and provide necessary services to County residents with special physical and mental needs. The activities of the Harford Center are funded by citizen support, voluntary contributions, fees and charges, and payments from the state and federal government. The County Council is authorized to make annual appropriations in support of the Center’s operations; the Council may also authorize funds or issue debt for the Center to acquire land or make capital improvements.
THE ARC NORTHERN CHESAPEAKE REGION

The ARC Northern Chesapeake Region is a private, non-profit local chapter of the ARC of Maryland and the ARC of the United States, the largest volunteer organization in the world devoted exclusively to improving the quality of life for all adults and children with 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.
DEMOGRAPHICS:

HARFORD COUNTY POPULATION
(SOURCE: WWW.HARFORDBUSINESS.ORG)
2000 - 218,590
2010 - 244,826
2012 - (estimated) 248,257
2017 - (projection) – 253,917

HOUSEHOLDS
Average Household Income in 2012 – $89,248
Number of Households in 2012 – 91,201
Projected number of Households in 2017 – 93,866

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)

Households by Income*

Race and Ethnicity*

*Source: WWW.HARFORDBUSINESS.ORG
AN OVERVIEW OF HARFORD COUNTY, MARYLAND

ECONOMICS

HARFORD COUNTY’S BOND RATING

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

Harford County went to the bond market February 19, 2013 for an $114,660,000 bond sale ($40,000,000 in Consolidated Public Improvement Bonds – Series 2013A and $74,660,000 in Refunding Bonds – Series 2013B). The county received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor’s AA+, and Moody’s Investors Service Aaa, as published in the County’s Official Statement of February 19, 2013.

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.

<table>
<thead>
<tr>
<th>Investor Service</th>
<th>Highest Rate Possible</th>
<th>FY 08</th>
<th>FY 09</th>
<th>FY 10</th>
<th>FY 12</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard &amp; Poor’s</td>
<td>AAA</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
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<tr>
<td>Fitch</td>
<td>AAA</td>
<td>AA+</td>
<td>AA+</td>
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<tr>
<td>Moody’s Investor Service</td>
<td>Aaa</td>
<td>Aa1</td>
<td>Aa1</td>
<td>Aaa</td>
<td>Aaa</td>
<td>Aaa</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Harford County’s Legal Debt Limit</th>
<th>100%</th>
<th>1,684,714,688</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Debt Applicable to the Legal Debt Limit</td>
<td>25.58%</td>
<td>430,890,412</td>
</tr>
<tr>
<td>Legal Debt Margin</td>
<td>74.42%</td>
<td>$1,253,824,276</td>
</tr>
</tbody>
</table>

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 430,890,412
Estimated Self Sustaining Debt 198,337,851
Total Bonded Debt $629,228,263

ASSESSABLE BASE

Total Estimated Assessable Base 29,042,299,006
Less Estimated Tax Exempt Portion 2,535,432,934
Total Estimated Taxable Value $26,506,866,072

Maryland Unemployment Rate as of June, 2013 – 7.0%
(Source: U.S. Bureau of Labor Statistics)

MAJOR EMPLOYERS* (2012)
(SOURCE: WWW.HARFORDBUSINESS.ORG)

Aberdeen Proving Ground……………………………………….15,582
Upper Chesapeake Health System……………………………3,000
Rite Aid Mid-Atlantic Customer Support Center……1,167
Harford Community College…………………………………943
ShopRite……………………………………………………………900
Walmart……………………………………………………………900
Jacobs Technology………………………………………………865
Sephora USA………………………………………………………700
SAIC………………………………………………………………664
Wegmans Food Markets………………………………………525
Target………………………………………………………………500

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

Principal Taxpayers
(SOURCE: HARFORD COUNTY, MD COMPREHENSIVE ANNUAL FINANCIAL REPORT, FISCAL YEAR ENDED JUNE 30, 2012.)

<table>
<thead>
<tr>
<th>Taxpayer</th>
<th>County Taxes</th>
<th>% of Total Assessed Valuation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baltimore Gas &amp; Electric Company</td>
<td>$8,333,909</td>
<td>1.18%</td>
</tr>
<tr>
<td>Exelon Generation Company</td>
<td>$1,943,789</td>
<td>0.27%</td>
</tr>
<tr>
<td>Verizon – Maryland</td>
<td>$1,840,596</td>
<td>0.27%</td>
</tr>
<tr>
<td>MCI Communication Services</td>
<td>$1,345,191</td>
<td>0.19%</td>
</tr>
<tr>
<td>Constellation Power Source Generation, Inc.</td>
<td>$1,303,881</td>
<td>0.18%</td>
</tr>
<tr>
<td>PEPCO Energy Power Company</td>
<td>$1,235,697</td>
<td>0.17%</td>
</tr>
<tr>
<td>Harford Mall Business Trust</td>
<td>$665,337</td>
<td>0.11%</td>
</tr>
<tr>
<td>Comcast of Harford County LLC</td>
<td>$624,390</td>
<td>0.09%</td>
</tr>
<tr>
<td>Festival at Bel Air LLC</td>
<td>$609,705</td>
<td>0.09%</td>
</tr>
<tr>
<td>Wells Fargo Northwest</td>
<td>$476,961</td>
<td>0.07%</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td><strong>$18,379,456</strong></td>
<td><strong>2.62%</strong></td>
</tr>
</tbody>
</table>
AN OVERVIEW OF HARFORD COUNTY, MARYLAND

EDUCATION

HARFORD COUNTY PUBLIC SCHOOLS
(SOURCE: WWW.HCPS.ORG)

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

Actual Harford County Public Schools Enrollment for FY 13 – 37,868
Projected FTE Staff for 2014 – 5,372.3

HARFORD COMMUNITY COLLEGE (FY 2012)
(SOURCE: WWW.HARFORD.EDU)

Full Time Equivalent Enrollment.................................4,052
Number of Students:
  Full Time Students.............................................1,817
  Part Time Students..............................................7,939
  Average Age.......................................................26.3
  Associate Degree Seeking.................................7,699
  Certificate Seeking...........................................355
  Non Degree Seeking...........................................1,702

Harford Community College Funding Sources FY 2012

- Harford County 33%
- State of Maryland 21%
- Tuition and Fees 36%
- Other Funds/Transfers 10%
## Public Safety

### Sheriff
- Number of Law Enforcement Officers: 287
- Number of Community Policing Programs: 298
- Number of Neighborhood Watch Programs: 27
- Number of Police Responses: 135,990
- Number of Emergency Apparatus: 369
- Number of Facilities: 18

### Fire/Emergency Medical Services
- Number of Fire & Medical Calls Dispatched: 26,372
- Number of Non-Emergency Calls Received: 146,246
- Number of 911 Calls: 105,584
- Number of Calls Dispatched to Harford County Sheriff’s Office: 162,362
- Emergency Operations Center Activations/Exercises: 26
- Number of Emergency Apparatus: 203
- Number Stations:
  - Main Stations: 12
  - Sub-Stations: 16

## Public Works

### Highways:
- Miles of streets maintained by the County:
  - Blacktop: 663.84
  - Tar & Chip: 344.7
  - Earth: 46.57
- Number of Streetlights: 5,402
- Number of Snow Routes: 75
- Number of Bridges: 223

### Water & Sewer
- Daily average water production in gallons: approx. 12,500,000
- Daily average effluent treatment in gallons: approx. 12,500,000

### Solid Waste Services:
- Tons of recycled materials collected annually: 168,346 (calendar year 2011)
- Tons of solid waste processed annually: 220,413 (includes HWDC Landfill, and WTE Plant) (FY 2012)
AN OVERVIEW OF HARFORD COUNTY, MARYLAND

LIBRARIES

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

Number of Branches – 11 service outlets
Number of Registered Borrowers – 175,887
Circulation – 4,500,431 (FY 12)
Materials Collection – 993,983
Virtual Visits to Library – 10,718,217 (FY 12)
Public Access Computers – 351
Full Time Equivalent Personnel – 240.85
Volunteer Hours – 34,212 (FY 12)

PERMITS & INSPECTIONS

Permits Issued* – 15,896
New Residential Permits Issued – 414
Total Inspections Completed – 40,385
(*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

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, 2013 the County has acquired 47,542 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. Harford County has approximately 3,000 head of dairy cattle, 3,500 head of beef cattle, and is the home to over 7,300 horses. 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 – 23
- Number of Parks and Recreation Volunteers – 17,659
- Acres of County and Municipal Park Land – 4,496.7
- Acres of encompassing five State parks – 7,053.5

**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 – 167,019 (As of June 11, 2013)

TRANSPORTATION

Harford County Transportation Service:
Annual Ridership – 355,978
Number of Vehicles – 46
Vehicle Miles Traveled – 709,276

Air for Charter and Corporate flights:
Harford County Airport, Aldino
Fallston Airport, Fallston
Forest Hill Business Airpark, Forest Hill

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

Train:
Commuter – Amtrak
MARC (MD Rail Commuter – Edgewood, Aberdeen)
Freight – CSX Transportation, Conrail

COMPARING MARYLAND COUNTY STATISTICS

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

Montgomery County - 971,777
Prince George's County - 863,420
Baltimore County - 805,029
Baltimore City - 620,961

Anne Arundel County - 537,656
Howard County - 287,085
Harford County - 244,826
Carroll County - 167,134
### AN OVERVIEW OF HARFORD COUNTY, MARYLAND

#### COMPARING VARIOUS COUNTY BUDGETS

(Source: Operating Budgets - Maryland Manual Online; Capital Budgets - County Websites)

<table>
<thead>
<tr>
<th>County</th>
<th>FY 13 Operating</th>
<th>FY 13 Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Arundel County</td>
<td>$1,220,757,700</td>
<td>$320,851,221</td>
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<tr>
<td>Baltimore County</td>
<td>$1,648,479,154</td>
<td>$69,844,174</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>$1,548,441,245</td>
<td>$765,087,000</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>$3,685,889,060</td>
<td>$1,305,948,000</td>
</tr>
<tr>
<td>Prince George’s County</td>
<td>$1,612,230,100</td>
<td>$457,623,000</td>
</tr>
<tr>
<td>Howard County</td>
<td>$1,248,696,817</td>
<td>$182,131,000</td>
</tr>
<tr>
<td>Harford County</td>
<td>$621,553,213</td>
<td>$124,197,282</td>
</tr>
<tr>
<td>Carroll County</td>
<td>$361,125,000</td>
<td>$62,189,916</td>
</tr>
</tbody>
</table>
## Real Property Tax Rates
### July 1, 2013 – June 30, 2014
### Per $100

<table>
<thead>
<tr>
<th>County</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryland</td>
<td>$0.1120</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>$2.2480</td>
</tr>
<tr>
<td>Charles</td>
<td>$1.2050</td>
</tr>
<tr>
<td>Baltimore County</td>
<td>$1.1000</td>
</tr>
<tr>
<td>Frederick</td>
<td>$1.0640</td>
</tr>
<tr>
<td>Harford</td>
<td>$1.0420</td>
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## Property Tax Rates

### Business Personal Property Tax Rates
### July 1, 2013 – June 30, 2014
### Per $100

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<td>Kent*</td>
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<tr>
<td>Queen Anne's*</td>
<td></td>
</tr>
<tr>
<td>Talbot*</td>
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</tr>
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</table>

*SOURCE: www.dat.state.md.us*

*NONE ON BUSINESS, ONLY UTILITY*
### An Overview of Harford County, Maryland

#### Personal Income Tax Rates 2013

(Source: [www.individuals.marylandtaxes.com](http://www.individuals.marylandtaxes.com))

<table>
<thead>
<tr>
<th>County</th>
<th>Tax Rate</th>
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</thead>
<tbody>
<tr>
<td>Baltimore City</td>
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<tr>
<td>Montgomery</td>
<td>3.20%</td>
</tr>
<tr>
<td>Prince George’s</td>
<td>3.20%</td>
</tr>
<tr>
<td>Queen Anne’s</td>
<td>3.20%</td>
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<tr>
<td>Somerset</td>
<td>3.15%</td>
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<tr>
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<td>3.06%</td>
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<tr>
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<td>Kent</td>
<td>2.85%</td>
</tr>
<tr>
<td>Baltimore County</td>
<td>2.83%</td>
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<td>Calvert</td>
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<td>Worcester</td>
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</table>
Flowering Dogwood
Official Harford County Tree
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.
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 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 $10,000 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.
“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.

“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.

“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
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.
Harford County Fund Structure

Governmental Funds
- General Fund
- Solid Waste Services Fund
- Capital Project Fund
- Highways Fund
- Grants Fund
- Agricultural Land Preservation
- Parks and Recreation Fund
- Tax Increment Financing Fund
- Stormwater Management Fund

Proprietary Funds
- Water & Sewer Enterprise Fund
- Internal Service Fund

Fiduciary Funds
- Trust Funds
  - Length of Service Award Program (LOSAP)
  - Sheriff’s Office Pension (LEOPS)
  - Other Post Employment Benefits (OPEB)/Post Employment Health Plan (PEHP)
- Private Purpose Trust Funds*
- Agency Funds*

*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 $2.6053 per $100 of assessed value of properties outside of the towns ($2.2408 plus a $0.3650 “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 ($0.8959 plus a $0.1462 “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 $0.365 per $100 of assessed value for properties outside the towns. The Property Tax Differential for Real Property is $0.146 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 Recordination Tax receipts (1/6 of the total Recordination 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.
- 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.

Late August - Expense estimates from the Budget Office and revenue estimates from Treasury.

Late August - Spending Affordability preliminary revenue estimates.

Late August - Board of Education, County Libraries & Harford Community College (HCC) provide preliminary request information.

Early September - Executive establishes base budget guidelines.

Late August - Spending Affordability preliminary revenue estimates.

Late August - Board of Education, County Libraries & Harford Community College (HCC) provide preliminary request information.

Early September - Executive establishes base budget guidelines.

September and October - Departments, Board of Education, HCC & Libraries submit operating & capital requests, plus goals, objectives & performance measures.

January - County Executive holds a public hearing for citizen input on the budget.

January - County Executive holds departmental hearings on budgets and performance plans.

December - Budget and Treasury make expense and revenue recommendations.

December - Spending Affordability Committee makes revenue growth recommendations.

January - County Executive holds a public hearing for citizen input on the budget.

January - County Executive holds departmental hearings on budgets and performance plans.

April 15 - County Executive’s Proposed Budget submitted to the County Council and published for the public.

April and May - County Council conducts budget hearings for Departments, Board of Education, HCC and the Libraries.

April and May - County Council holds public hearings for citizen input.

April 15 - County Executive’s Proposed Budget submitted to the County Council and published for the public.

April and May - County Council conducts budget hearings for Departments, Board of Education, HCC and the Libraries.

April and May - County Council holds public hearings for citizen input.

June 15 - The Approved Budget and Tax Rates are authorized by the County Council.
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.”
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.
   o 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.
   o Reduce crime by providing attractive alternatives to gang membership and drug use and targeting clean up of blighted areas.
   o Employ advanced and superior technology to improve response capabilities, provide for back-up systems, and foster the exchange of information between service providers.
   o Provide opportunities for inter-governmental partnerships which will share data and strengthen cooperation with law enforcement.
   o 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.
   o Plan, fund, and build public education facilities that stimulate the learning environment for students, faculty, and staff.
   o 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.
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 14 County goals. Please refer to the Budget details of each department to see specific goals and objectives.

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

74
HARFORD COUNTY
TOTAL FY 14 APPROVED BUDGET ALL FUNDS
$814,451,913

OPERATING BUDGET
$640,392,012

- GENERAL FUND
  $496,925,918

- SOLID WASTE SERVICES
  $14,797,970

- HIGHWAYS FUND
  $49,402,491

- WATER & SEWER FUND
  $47,220,940

- WATER & SEWER DEBT SERVICES
  $14,118,789

- PARKS & RECREATION SPECIAL REVENUE FUND
  $884,233

- AG PRESERVATION - COUNTY
  $6,176,219

- AG PRESERVATION - STATE
  $80,000

- STORMWATER MANAGEMENT FUND
  $1,250,991

- TAX INCREMENT FINANCING
  $9,525,461

CAPITAL BUDGET
$174,059,901

- GENERAL CAPITAL
  $19,980,560

- TAX INCREMENT FINANCING
  $14,614,036

- WATER RESOURCES
  $175,000

- SHERIFF / EMERGENCY / FIRE
  $26,990,000

- HARFORD COMMUNITY COLLEGE
  $15,448,450

- LIBRARIES
  ($4,912,500)

- BOARD OF EDUCATION
  $64,019,846

- SOLID WASTE SERVICES
  $6,800,000

- PARKS & RECREATION
  $6,281,000

- HIGHWAYS FUND
  $13,031,509

- WATER FUND
  $4,452,000

- SEWER FUND
  $7,180,000
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 2014 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 improving, the FY 2014 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 2014. Despite these issues, the County's funding the Board of Education of Harford County $1,952,485 over the Maintenance of Effort. Furthermore, the County is funding an additional $1.5 million for teacher pensions in FY 2014.

**REVENUES**

<table>
<thead>
<tr>
<th>FUNDING SOURCE</th>
<th>REVENUE SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>PROPERTY TAXES</td>
</tr>
<tr>
<td>496,925,918</td>
<td>289,272,646</td>
</tr>
<tr>
<td>HIGHWAYS</td>
<td>INCOME TAXES</td>
</tr>
<tr>
<td>49,402,491</td>
<td>190,600,000</td>
</tr>
<tr>
<td>PARKS AND RECREATION</td>
<td>W &amp; S USER CHARGES</td>
</tr>
<tr>
<td>884,233</td>
<td>26,159,625</td>
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<tr>
<td>AG PRESERVATION - COUNTY</td>
<td>WASTE TO ENERGY PLANT</td>
</tr>
<tr>
<td>6,176,219</td>
<td>8,420,900</td>
</tr>
<tr>
<td>AG PRESERVATION - STATE</td>
<td>W &amp; S DEBT SERVICE</td>
</tr>
<tr>
<td>80,000</td>
<td>11,964,200</td>
</tr>
<tr>
<td>STORMWATER MANAGEMENT</td>
<td>INTERGOVERNMENTAL/STATE-SHARED</td>
</tr>
<tr>
<td>1,259,991</td>
<td>30,775,277</td>
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<tr>
<td>TAX INCREMENT FINANCING</td>
<td>INVESTMENT INCOME</td>
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<tr>
<td>9,525,461</td>
<td>1,298,391</td>
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<tr>
<td>WATER &amp; SEWER OPERATING</td>
<td>FUND BAL APPROP/UNRESTRICTED NET ASSETS</td>
</tr>
<tr>
<td>47,220,940</td>
<td>47,779,823</td>
</tr>
<tr>
<td>WATER &amp; SEWER DEBT SERVICE</td>
<td>OTHER REVENUE</td>
</tr>
<tr>
<td>14,118,789</td>
<td>34,121,150</td>
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<tr>
<td>SOLID WASTE SERVICES</td>
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</tr>
<tr>
<td>14,797,970</td>
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</tbody>
</table>

**ALL FUNDS**

<table>
<thead>
<tr>
<th></th>
<th>FY 14 Approved Budget: 640,392,012</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Approved Budget: 625,745,860</td>
<td></td>
</tr>
<tr>
<td>$ growth</td>
<td>14,646,152</td>
</tr>
<tr>
<td>% growth</td>
<td>2.34%</td>
</tr>
</tbody>
</table>

**FY 14 TOTAL ALL FUNDS**: 640,392,012

**FY 14 TOTAL ALL REVENUES**: 640,392,012
A more in depth discussion of individual revenue streams can be found in each "Fund" Section of the document.

For Fiscal Year 2014, Property and Income tax revenues are estimated to generate 75% of the total of all revenue.

**Property Taxes**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Approved Budget</th>
<th>% of Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>289,272,646</td>
<td>45.17%</td>
</tr>
<tr>
<td>FY 13</td>
<td>292,182,545</td>
<td>46.69%</td>
</tr>
</tbody>
</table>

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.

Property Tax rates are assessed 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 14, the Property Tax rate was unchanged. Real property is assessed at 100% of market value with a tax rate of $1.042 per one hundred dollars of full value and $2.60 per corporate and personal property. The tax rate falls below the Constant Yield Rate.

In FY 14, the percent of overall decline in property tax is (1.0%) or ($2,909,899).

**Income Taxes**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Approved Budget</th>
<th>% of Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>190,600,000</td>
<td>29.76%</td>
</tr>
<tr>
<td>FY 13</td>
<td>175,068,772</td>
<td>27.98%</td>
</tr>
</tbody>
</table>

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, and continuing the trend in FY 12 and FY 13. Fiscal Year 14 estimates are based on FY 13 actual amounts with a small percentage increase.
HARFORD COUNTY, MARYLAND
FISCAL YEAR 2014 BUDGET SUMMARY

Recordation Tax

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Approved Budget</th>
<th>% of Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>9,700,255</td>
<td>1.51%</td>
</tr>
<tr>
<td>FY 13</td>
<td>7,533,738</td>
<td>1.20%</td>
</tr>
</tbody>
</table>

$ growth: 2,166,517
% growth: 28.76%

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 Assets

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Approved Budget</th>
<th>% of Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>47,779,823</td>
<td>7.46%</td>
</tr>
<tr>
<td>FY 13</td>
<td>50,924,851</td>
<td>8.14%</td>
</tr>
</tbody>
</table>

$ decline: (3,145,028)
% decline: (6.18%)

Fund Balance has been appropriated in the General Fund at approximately $21.9 million. The majority of this funding will be utilized as Paygo for capital projects at almost $16.5 million as well as $2.7 million for Grants and Contributions to outside non-profits. Fund Balance in the Highways Fund of $4.8 million will likewise fund Paygo projects in the capital budget for resurfacing, bridge and roadway projects. The Parks and Recreation Special Revenue Fund Balance of $33,233 will allow for HVAC replacement and furnishings at Swan Harbor Farm, and replacement of software critical to the operation of the Emmorton Recreation & Tennis Center. The Agricultural Preservation - County Fund will use all of the $712,755 Fund Balance to cover a balloon payment on debt service. The Water and Sewer Fund appropriated $9.6 million of net assets for one time capital projects and capital outlay and $10.6 million contributed capital to fund depreciation expense.
LONG RANGE ISSUES AND GOALS

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

DEVELOPMENT - Harford County continues to maintain a desirable quality of life and has seen population growth go from 145,930 in 1980 to 238,250 in 2005, and 246,433 in 2010. Various actions supported by elements of the Master Plan and the designated growth areas have been taken to manage the amount and to define the type of growth we are experiencing. In November 2009, the County Council amended the adequate public facilities legislation controlling development of a site in which the enrollment of pupils would be greater than 110% of the State-rated capacity of the school, or if the enrollment is projected to be greater than 110% within three consecutive years. Specifically, these amendments provided that development of a site affected by over-capacity could be approved if a project was in place within the Approved Capital Budget with appropriation sufficient to fund construction of a new school or a school addition/renovation. Upon completion, the Board of Education must demonstrate that the enrollment of the school serving the site will be 100% or less due to the capital project. In the event the Board of Education fails to provide the Department of Planning with the required information prior to the next scheduled testing date for adequacy, the Department of Planning shall review the adjacent school attendance areas to determine whether the capital project would provide adequate capacity to allow the Board of Education to reduce enrollment at the school, if actual construction of the capital project has begun, and/or whether the capital project is scheduled to be completed and operational within 2 years.

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. Construction has begun on Towson University classroom space at Harford Community College where a four year degree will now be attainable. The Northeastern Maryland Research Park, LLC, was created in 2011 to oversee the development of a university research park in Harford County. A study on the development of the park is due in August, 2013.
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.

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 Harford Metropolitan Area Network (HMAN) 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 GROUNDFLOOR 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 2014, 62.10% is attributable to Board of Education construction projects.
PUBLIC SAFETY
Population growth and new technologies have generated the need for long term planning for Public Safety. In Fiscal Year 2014 a capital project will provide funds to support the Governor's Security Initiative Program for schools. The program will allow for the purchase and installation of surveillance systems utilizing Internet Protocol cameras that allow the transmission of camera images over the Internet to give remote access to administrators and emergency response personnel. Funds are also included to construct a new Emergency Operations and 911 Call Center.

The Administration has worked with our Volunteer Fire Companies to develop a viable Capital Improvement Program to renovate, expand, or build new main and substations. For Fiscal Year 2014, funding is provided for the expansion and renovation of the Joppa Magnolia Fire Station and Susquehanna Hose Company House #3.

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 2013, the County has acquired 47,542 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 will be 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.
FISCAL YEAR 2014 ISSUES AND OBJECTIVES

After careful review and analysis, the Approved Fiscal Year 2014 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.

Although the FY 13 Operating Budgets were amended to provide eligible County employees a 4% merit increase, FY 14 budgets for County departments and agencies remain lean. Again this year there are no furloughs, or layoffs built into the FY 14 budget, as well as no wage or salary enhancements.
<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year 2011-2012</th>
<th>Fiscal Year 2012-2013</th>
<th>Fiscal Year 2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Taxable Assessable</td>
<td>Estimated Revenue</td>
<td>Taxable Assessable</td>
</tr>
<tr>
<td><strong>REAL PROPERTY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>@ $0.896</td>
<td></td>
<td>@ $0.896</td>
</tr>
<tr>
<td>Full Year Levy</td>
<td>26,328,243,973</td>
<td>235,901,066</td>
<td>25,943,840,067</td>
</tr>
<tr>
<td>Partial Year Levy</td>
<td>66,964,286</td>
<td>600,000</td>
<td>66,852,679</td>
</tr>
<tr>
<td>Real Property Subtotal</td>
<td>26,395,208,259</td>
<td>236,501,066</td>
<td>26,010,692,746</td>
</tr>
<tr>
<td><strong>PERSONAL PROPERTY</strong></td>
<td>@ $2.24</td>
<td></td>
<td>@ $2.24</td>
</tr>
<tr>
<td>Unincorporated Business</td>
<td>9,017,857</td>
<td>202,000</td>
<td>8,705,357</td>
</tr>
<tr>
<td>Railroads and Public Utilities</td>
<td>522,321,429</td>
<td>11,700,000</td>
<td>522,321,429</td>
</tr>
<tr>
<td>Corporate Property</td>
<td>424,107,143</td>
<td>9,500,000</td>
<td>441,964,286</td>
</tr>
<tr>
<td>Personal Property Subtotal</td>
<td>955,446,429</td>
<td>21,402,000</td>
<td>972,991,072</td>
</tr>
<tr>
<td>Grand Total</td>
<td>27,350,654,688</td>
<td>257,903,066</td>
<td>26,983,683,818</td>
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<tr>
<td><strong>ADDITIONS AND SUBTRACTIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest, Discounts and Other Credits</td>
<td>(5,009,655)</td>
<td></td>
<td>(2,940,705)</td>
</tr>
<tr>
<td><strong>NET TAXES</strong></td>
<td>252,893,411</td>
<td></td>
<td>251,910,102</td>
</tr>
</tbody>
</table>

(1) The total taxable value of the assessed base for Harford County is estimated to be $26,506,866,072 on June 30, 2014. The estimated tax exempt portion of the total assessable base is estimated to be $2,535,432,934 as of June 30 2014. The total assessable base is estimated at $29,042,299,006.
## Annual Taxable Assessable Base  
### HIGHWAYS FUND

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year 2011-2012</th>
<th>Fiscal Year 2012-2013</th>
<th>Fiscal Year 2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REAL PROPERTY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Year Levy</td>
<td>@ $0.146</td>
<td>@ $0.146</td>
<td>@ $0.146</td>
</tr>
<tr>
<td></td>
<td>22,290,550,000</td>
<td>21,810,510,274</td>
<td>21,363,615,068</td>
</tr>
<tr>
<td>Partial Year Levy</td>
<td>61,643,836</td>
<td>60,273,973</td>
<td>34,641,781</td>
</tr>
<tr>
<td>Real Property Subtotal</td>
<td>22,352,193,836</td>
<td>21,870,784,247</td>
<td>21,398,256,849</td>
</tr>
<tr>
<td><strong>PERSONAL PROPERTY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>@ $0.365</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unincorporated Business</td>
<td>6,849,315</td>
<td>7,671,233</td>
<td>7,671,233</td>
</tr>
<tr>
<td>Railroads and Public Utilities</td>
<td>493,150,685</td>
<td>438,356,164</td>
<td>438,356,164</td>
</tr>
<tr>
<td>Corporate Property</td>
<td>273,972,603</td>
<td>298,082,192</td>
<td>298,082,192</td>
</tr>
<tr>
<td>Personal Property Subtotal</td>
<td>773,972,603</td>
<td>744,109,589</td>
<td>744,109,589</td>
</tr>
<tr>
<td>Grand Total</td>
<td>23,126,166,438</td>
<td>22,614,893,836</td>
<td>22,142,366,438</td>
</tr>
<tr>
<td><strong>ADDITIONS AND SUBTRACTIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest, Discounts and Other Credits</td>
<td>(617,349)</td>
<td>(273,902)</td>
<td>(243,427)</td>
</tr>
<tr>
<td><strong>NET TAXES</strong></td>
<td>34,841,854</td>
<td>34,373,443</td>
<td>33,714,028</td>
</tr>
</tbody>
</table>
## DEBT REQUIREMENTS FOR FISCAL YEAR 2013-2014
### HARFORD COUNTY, MARYLAND

### LONG TERM DEBT REQUIREMENTS:

<table>
<thead>
<tr>
<th></th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Bonds</td>
<td>8,939,652</td>
<td>4,619,049</td>
<td>13,558,701</td>
</tr>
<tr>
<td>Community College Bonds</td>
<td>2,191,614</td>
<td>1,184,403</td>
<td>3,376,017</td>
</tr>
<tr>
<td>Public School Bonds</td>
<td>17,454,984</td>
<td>13,173,669</td>
<td>30,628,653</td>
</tr>
<tr>
<td>Highway Bonds</td>
<td>200,500</td>
<td>138,077</td>
<td>338,577</td>
</tr>
<tr>
<td>Agricultural Preservation Loans</td>
<td>2,090,108</td>
<td>3,173,287</td>
<td>5,263,395</td>
</tr>
<tr>
<td>Water &amp; Sewer Bonds</td>
<td>7,135,992</td>
<td>5,877,556</td>
<td>13,013,548</td>
</tr>
<tr>
<td>Water &amp; Sewer Loans</td>
<td>319,539</td>
<td>66,261</td>
<td>385,800</td>
</tr>
<tr>
<td>Farmers Home Loan</td>
<td>41,865</td>
<td>57,592</td>
<td>99,457</td>
</tr>
<tr>
<td>Notes General Fund</td>
<td>286,701</td>
<td>84,760</td>
<td>371,461</td>
</tr>
<tr>
<td>TIF - Beechcreek</td>
<td>0</td>
<td>1,050,000</td>
<td>1,050,000</td>
</tr>
<tr>
<td>TIF - James Run</td>
<td>0</td>
<td>2,070,000</td>
<td>2,070,000</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>38,660,955</td>
<td>31,494,654</td>
<td>70,155,609</td>
</tr>
</tbody>
</table>

### SHORT TERM DEBT REQUIREMENTS:

<table>
<thead>
<tr>
<th></th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Lease Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease Purchase - County</td>
<td>699,373</td>
<td>16,413</td>
<td>715,786</td>
</tr>
<tr>
<td>Highways Fund Lease Finance</td>
<td>595,211</td>
<td>13,968</td>
<td>609,179</td>
</tr>
<tr>
<td>Water &amp; Sewer Fund Lease Finance</td>
<td>193,444</td>
<td>4,540</td>
<td>197,984</td>
</tr>
</tbody>
</table>

### Solid Waste Services Lease Finance

<table>
<thead>
<tr>
<th></th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste to Energy Lease 2002</td>
<td>0</td>
<td>22,120</td>
<td>22,120</td>
</tr>
<tr>
<td>Waste to Energy Retrofit</td>
<td>1,470,000</td>
<td>77,175</td>
<td>1,547,175</td>
</tr>
<tr>
<td><strong>Sub total Solid Waste Services</strong></td>
<td>1,470,000</td>
<td>99,295</td>
<td>1,569,295</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>2,958,028</td>
<td>134,216</td>
<td>3,092,244</td>
</tr>
</tbody>
</table>
## 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.

<table>
<thead>
<tr>
<th>ESTIMATED VALUE OF NET ASSESSED PROPERTY</th>
<th>REAL PROPERTY</th>
<th>PERSONAL PROPERTY</th>
<th>TOTAL LEGAL DEBT LIMIT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25,459,058,036</td>
<td>1,047,808,037</td>
<td></td>
</tr>
<tr>
<td>APPLICABLE GENERAL OBLIGATION DEBT % RATE</td>
<td>6%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>ESTIMATED LEGAL DEBT LIMIT - for borrowing of funds and issuance of bonds</td>
<td>1,527,543,482</td>
<td>157,171,206</td>
<td>1,684,714,688</td>
</tr>
</tbody>
</table>

#### STATEMENT OF ESTIMATED LONG TERM DEBT OUTSTANDING AS OF JUNE 30, 2013

**ESTIMATED LONG TERM DEBT:**
- General Obligation: 93,829,318
- Solid Waste: 18,861,654
- Community College: 25,964,949
- Public Schools: 287,588,281
- Highways: 4,646,210
- **TOTAL ESTIMATED LONG TERM DEBT**: 430,890,412

**ESTIMATED SELF SUSTAINING DEBT:**
- Water & Sewer Bonds and Loans: 125,246,234
- Tax Increment Financing: 14,000,000
- Agricultural Preservation Debt: 59,091,617
- **TOTAL ESTIMATED SELF SUSTAINING DEBT**: 198,337,851

**ESTIMATED TOTAL BONDED DEBT**: 629,228,263

LESS: Estimated Self Sustaining Debt: 198,337,851

**ESTIMATED TOTAL DEBT APPLICABLE TO LEGAL DEBT LIMIT**: 430,890,412

**ESTIMATED TOTAL LEGAL DEBT LIMIT**: 1,684,714,688

LESS: Estimated Total Debt Applicable to Legal Debt Limit: 430,890,412

**ESTIMATED LEGAL DEBT MARGIN**: 1,253,824,276
## BUSINESS PLAN
### DEBT BURDEN ANALYSIS
#### Fiscal Years 2012-2019

<table>
<thead>
<tr>
<th>Expenditures (1) (2)</th>
<th>Actual</th>
<th>Approved Budget</th>
<th>Approved Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Council</td>
<td>$2,506,624</td>
<td>$2,763,743</td>
<td>$2,743,901</td>
<td>$2,826,218</td>
<td>$2,911,005</td>
<td>$2,998,335</td>
<td>$3,088,285</td>
<td>$3,180,933</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>$234,933,767</td>
<td>$236,782,980</td>
<td>$238,262,341</td>
<td>$245,410,211</td>
<td>$252,772,518</td>
<td>$260,355,693</td>
<td>$268,166,364</td>
<td>$276,211,355</td>
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</tr>
<tr>
<td>Harford Center</td>
<td>$553,036</td>
<td>$553,036</td>
<td>$553,036</td>
<td>$569,627</td>
<td>$586,716</td>
<td>$604,317</td>
<td>$622,447</td>
<td>$641,120</td>
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<tr>
<td>Judicial</td>
<td>$8,221,528</td>
<td>$7,807,635</td>
<td>$8,208,999</td>
<td>$8,455,269</td>
<td>$8,708,927</td>
<td>$8,970,195</td>
<td>$9,239,301</td>
<td>$9,516,480</td>
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<tr>
<td>Libraries</td>
<td>$15,692,144</td>
<td>$15,634,624</td>
<td>$16,158,310</td>
<td>$16,643,059</td>
<td>$17,142,358</td>
<td>$17,656,622</td>
<td>$18,186,320</td>
<td>$18,731,910</td>
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<tr>
<td>Parks and Recreation</td>
<td>$10,103,393</td>
<td>$10,315,774</td>
<td>$10,506,180</td>
<td>$10,821,365</td>
<td>$11,146,006</td>
<td>$11,480,195</td>
<td>$11,824,798</td>
<td>$12,179,542</td>
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</tr>
<tr>
<td>Public Safety</td>
<td>$91,949,421</td>
<td>$90,950,130</td>
<td>$93,581,642</td>
<td>$96,389,091</td>
<td>$99,280,764</td>
<td>$102,259,187</td>
<td>$105,326,963</td>
<td>$108,466,771</td>
<td></td>
</tr>
<tr>
<td>Social Services</td>
<td>$11,348,799</td>
<td>$11,643,761</td>
<td>$12,158,851</td>
<td>$12,523,617</td>
<td>$12,899,325</td>
<td>$13,286,305</td>
<td>$13,684,894</td>
<td>$14,095,441</td>
<td></td>
</tr>
<tr>
<td>Other Financing Uses</td>
<td>$30,187,840</td>
<td>$35,636,205</td>
<td>$48,273,409</td>
<td>$49,705,898</td>
<td>$54,204,519</td>
<td>$56,977,336</td>
<td>$59,312,241</td>
<td>$64,675,338</td>
<td></td>
</tr>
<tr>
<td>Debt Service (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Obligation Debt</td>
<td>$51,470,203</td>
<td>$46,443,320</td>
<td>$48,273,409</td>
<td>$49,705,898</td>
<td>$54,204,519</td>
<td>$56,977,336</td>
<td>$59,312,241</td>
<td>$64,675,338</td>
<td></td>
</tr>
<tr>
<td>Other Debt Expenses</td>
<td>$2,672,766</td>
<td>$4,614,391</td>
<td>$3,694,260</td>
<td>$774,750</td>
<td>$774,750</td>
<td>$774,750</td>
<td>$2,074,750</td>
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</tr>
<tr>
<td>Total Expenditures</td>
<td>$548,316,585</td>
<td>$555,843,310</td>
<td>$561,126,379</td>
<td>$574,914,119</td>
<td>$595,145,744</td>
<td>$614,123,556</td>
<td>$634,449,605</td>
<td>$655,704,580</td>
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</table>

<table>
<thead>
<tr>
<th>Capital Plan</th>
<th>Actual</th>
<th>Approved Budget</th>
<th>Approved Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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</thead>
<tbody>
<tr>
<td>General Obligation Bonds</td>
<td>$24,370,000</td>
<td>$36,345,000</td>
<td>$60,619,036</td>
<td>$83,122,325</td>
<td>$78,036,630</td>
<td>$47,501,638</td>
<td>$23,091,000</td>
<td>$20,685,000</td>
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<tr>
<td>Highway Bonds</td>
<td>4,300,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water and Sewer Bonds</td>
<td>19,045,000</td>
<td>2,550,000</td>
<td>6,000,000</td>
<td>8,970,000</td>
<td>3,400,000</td>
<td>5,500,000</td>
<td>9,650,000</td>
<td>2,400,000</td>
<td></td>
</tr>
<tr>
<td>Pay-as-you-go</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>9,688,918</td>
<td>17,752,225</td>
<td>16,501,062</td>
<td>50,315,578</td>
<td>43,071,986</td>
<td>39,496,699</td>
<td>27,461,411</td>
<td>26,253,125</td>
<td></td>
</tr>
<tr>
<td>Highway Fund</td>
<td>10,245,000</td>
<td>15,280,135</td>
<td>9,480,762</td>
<td>18,023,750</td>
<td>21,465,500</td>
<td>19,953,000</td>
<td>19,930,500</td>
<td>22,578,000</td>
<td></td>
</tr>
<tr>
<td>Water and Sewer Fund</td>
<td>1,690,823</td>
<td>6,279,000</td>
<td>5,373,450</td>
<td>3,835,000</td>
<td>3,195,000</td>
<td>4,595,000</td>
<td>3,240,000</td>
<td>2,195,000</td>
<td></td>
</tr>
<tr>
<td>Other Sources (All Funds)</td>
<td>63,238,276</td>
<td>45,991,922</td>
<td>70,385,591</td>
<td>45,632,802</td>
<td>51,211,872</td>
<td>24,173,009</td>
<td>22,927,350</td>
<td>51,101,938</td>
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<tr>
<td>Total Capital Plan</td>
<td>$132,578,017</td>
<td>$124,197,282</td>
<td>$174,059,901</td>
<td>$209,899,455</td>
<td>$200,380,988</td>
<td>$141,219,346</td>
<td>$106,300,261</td>
<td>$125,213,063</td>
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## BUSINESS PLAN
### DEBT BURDEN ANALYSIS
#### Fiscal Years 2012-2019

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Outstanding July 1</td>
<td>$433,558,610</td>
<td>$448,132,841</td>
<td>$450,668,597</td>
<td>$473,818,597</td>
<td>$495,037,524</td>
<td>$512,926,769</td>
<td>$538,900,122</td>
<td>$557,632,260</td>
</tr>
<tr>
<td>Additions</td>
<td>49,279,319</td>
<td>30,000,000</td>
<td>50,000,000</td>
<td>50,000,000</td>
<td>50,000,000</td>
<td>50,000,000</td>
<td>50,000,000</td>
<td>50,000,000</td>
</tr>
<tr>
<td>Less Principal Repayments &amp; Reductions</td>
<td>34,705,088</td>
<td>27,464,244</td>
<td>26,850,000</td>
<td>28,781,073</td>
<td>32,110,755</td>
<td>34,026,647</td>
<td>36,267,862</td>
<td>38,767,862</td>
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<tr>
<td>General Obligation Outstanding June 30</td>
<td>$448,132,841</td>
<td>$450,668,597</td>
<td>$473,818,597</td>
<td>$495,037,524</td>
<td>$512,926,769</td>
<td>$538,900,122</td>
<td>$557,632,260</td>
<td>$573,864,398</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>246,700</td>
<td>249,167</td>
<td>251,659</td>
<td>254,175</td>
<td>256,717</td>
<td>259,284</td>
<td>261,877</td>
<td>264,496</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Property Value</td>
<td>27,441,404</td>
<td>$26,983,684</td>
<td>$26,934,104</td>
<td>$27,472,787</td>
<td>$28,022,242</td>
<td>$28,582,687</td>
<td>$29,154,341</td>
<td>$29,737,428</td>
</tr>
</tbody>
</table>

### Debt Ratios

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Debt Per Capita</td>
<td>$1,817</td>
<td>$1,809</td>
<td>$1,883</td>
<td>$1,948</td>
<td>$1,998</td>
<td>$2,078</td>
<td>$2,129</td>
<td>$2,170</td>
</tr>
<tr>
<td>Valuation</td>
<td>1.6%</td>
<td>1.7%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>1.9%</td>
<td>1.9%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

### Approved Debt Policy Ratios

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Debt Per Capita</td>
<td>2.500</td>
<td>2.500</td>
<td>2.500</td>
<td>2.500</td>
<td>2.500</td>
<td>2.500</td>
<td>2.500</td>
<td>2.500</td>
</tr>
<tr>
<td>Valuation</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

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.
## General Fund

### Total Fund Balance at June 30, 2012

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Revenue - Estimated</td>
<td>551,550,573</td>
</tr>
<tr>
<td>2013 Expenditures - Estimated</td>
<td>(557,946,033)</td>
</tr>
<tr>
<td><strong>Total Estimated Fund Balance at June 30, 2013</strong></td>
<td>92,313,608</td>
</tr>
</tbody>
</table>

### Fund Balance Available for Appropriation at June 30, 2013

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Estimated Fund Balance at June 30, 2013</strong></td>
<td>92,313,608</td>
</tr>
</tbody>
</table>

### Less: Nonspendable Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan Receivables - Town of Bel Air Parking Garage</td>
<td>(384,023)</td>
</tr>
<tr>
<td>Loan Receivables - Stuart Terrace</td>
<td>(14,721)</td>
</tr>
</tbody>
</table>

### Less: Restricted Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated Revenues - Detention Center</td>
<td>(536,012)</td>
</tr>
<tr>
<td>Bond Premium</td>
<td>(1,815,311)</td>
</tr>
</tbody>
</table>

### Less: Assigned Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Credit Rating Purposes</td>
<td>(25,586,194)</td>
</tr>
<tr>
<td>Encumbrances</td>
<td>(3,733,154)</td>
</tr>
<tr>
<td>OPEB</td>
<td>(8,000,000)</td>
</tr>
<tr>
<td>Health Care Consortium</td>
<td>(1,200,000)</td>
</tr>
<tr>
<td>Designated for Landfill Closure</td>
<td>(11,411,522)</td>
</tr>
</tbody>
</table>

## Solid Waste Services

### Total Fund Balance at June 30, 2012

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Revenue - Estimated</td>
<td>14,738,721</td>
</tr>
<tr>
<td>2013 Expenditures - Estimated</td>
<td>(14,738,721)</td>
</tr>
<tr>
<td><strong>Total Estimated Fund Balance at June 30, 2013</strong></td>
<td>0</td>
</tr>
</tbody>
</table>

### Fund Balance Available for Appropriation at June 30, 2013

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Estimated Fund Balance at June 30, 2013</strong></td>
<td>0</td>
</tr>
</tbody>
</table>
HARFORD COUNTY, MARYLAND  
STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
GENERAL FUND AND SOLID WASTE SERVICES

<table>
<thead>
<tr>
<th>Description</th>
<th>GENERAL FUND</th>
<th>SOLID WASTE SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2013</strong></td>
<td>39,632,671</td>
<td>0</td>
</tr>
<tr>
<td>Highways Fund Support for Transportation</td>
<td>3,292,456</td>
<td></td>
</tr>
<tr>
<td>Fiscal Year 2014 Estimated Revenues</td>
<td>471,656,997</td>
<td>14,797,970</td>
</tr>
<tr>
<td>Less Fiscal Year 2014 Estimated Expenditures</td>
<td>(496,925,918)</td>
<td>(14,797,970)</td>
</tr>
<tr>
<td><strong>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2015 &amp; FUTURE YEARS</strong></td>
<td>17,656,206</td>
<td>0</td>
</tr>
<tr>
<td>Reserve for Credit Rating Purposes (2)</td>
<td>25,586,194</td>
<td></td>
</tr>
<tr>
<td>Estimated Reserve for Credit Rating as a Percentage of Total Estimated Expenditures</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

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

(2) The 5% Reserve for Credit Rating Purposes in the General Fund (combined General Fund and Solid Waste Services) is necessary to maintain the high credit rating obtained from the Credit Rating agencies. The high bond rating allows the County to sell long-term debt at a lower interest cost thereby saving interest expenses each year. This policy was established in the County's Five Year Business Plan.
HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE
HIGHWAYS FUND

TOTAL FUND BALANCE AT JUNE 30, 2012

2013 Estimated Revenues
2013 Estimated Expenditures

TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013

FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013

TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013

LESS: Reservation of Fund Balance
   Encumbrances
   Prepaid
   Inventory

LESS: Unreserved Fund Balance
   Reserve for Credit Rating Purposes

ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2013

Plus: Fiscal Year 2014 Estimated Revenues
Less: Fiscal Year 2014 Estimated Expenditures

ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2015 AND FUTURE YEARS

Reserve for Credit Rating Purposes

Estimated Reserve for Credit Rating as a Percentage of Total Proposed Expenditures
## Harford County, Maryland
### Statement of Estimated Unappropriated Fund Balance
#### Parks and Recreation Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fund Balance at June 30, 2012</td>
<td>369,132</td>
</tr>
<tr>
<td>2013 Revenue - Estimated</td>
<td>851,000</td>
</tr>
<tr>
<td>2013 Expenditures - Estimated</td>
<td>(837,510)</td>
</tr>
<tr>
<td><strong>Total Estimated Fund Balance at June 30, 2013</strong></td>
<td>382,622</td>
</tr>
</tbody>
</table>

### Fund Balance Available for Appropriation at June 30, 2013

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013</strong></td>
<td>382,622</td>
</tr>
<tr>
<td>LESS: Reservation of Fund Balance</td>
<td></td>
</tr>
<tr>
<td>Encumbrances</td>
<td>(3,921)</td>
</tr>
<tr>
<td><strong>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2013</strong></td>
<td>378,701</td>
</tr>
<tr>
<td>Plus: Fiscal Year 2014 Estimated Revenues</td>
<td>851,000</td>
</tr>
<tr>
<td>Less: Fiscal Year 2014 Estimated Expenditures</td>
<td>(884,233)</td>
</tr>
<tr>
<td><strong>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2015 AND FUTURE YEARS</strong></td>
<td>345,468</td>
</tr>
<tr>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>TOTAL FUND BALANCE AT JUNE 30, 2012</td>
<td>53,798,471</td>
</tr>
<tr>
<td>2013 Revenue - Estimated</td>
<td>8,893,552</td>
</tr>
<tr>
<td>2013 Expenditures - Estimated</td>
<td>(8,900,772)</td>
</tr>
<tr>
<td>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013</td>
<td>53,791,251</td>
</tr>
<tr>
<td>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</td>
<td></td>
</tr>
<tr>
<td>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013</td>
<td>53,791,251</td>
</tr>
<tr>
<td>LESS: Unreserved Fund Balance</td>
<td></td>
</tr>
<tr>
<td>Designated for Other Purposes</td>
<td>(49,734,528)</td>
</tr>
<tr>
<td>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2013</td>
<td>4,056,723</td>
</tr>
<tr>
<td>Plus: Fiscal Year 2014 Estimated Revenues</td>
<td>5,463,464</td>
</tr>
<tr>
<td>Less: Fiscal Year 2014 Estimated Expenditures</td>
<td>(6,176,219)</td>
</tr>
<tr>
<td>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2015 &amp; FUTURE YEARS</td>
<td>3,343,968</td>
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</table>
HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE
AGRICULTURAL LAND PRESERVATION - STATE

<table>
<thead>
<tr>
<th>Total Fund Balance at June 30, 2012</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Revenue - Estimated</td>
<td>60,000</td>
</tr>
<tr>
<td>2013 Expenditures - Estimated</td>
<td>(60,000)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Estimated Fund Balance at June 30, 2013</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance Available for Appropriation at June 30, 2013</td>
<td>0</td>
</tr>
<tr>
<td>Less: Unreserved Fund Balance Designated for Other Purposes</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Unappropriated Fund Balance at June 30, 2013</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plus: Fiscal Year 2014 Estimated Revenues</td>
<td>80,000</td>
</tr>
<tr>
<td>Less: Fiscal Year 2014 Estimated Expenditures</td>
<td>(80,000)</td>
</tr>
<tr>
<td>Less: Unreserved Fund Balance Designated for Other Purposes</td>
<td>0</td>
</tr>
</tbody>
</table>

| Estimated Unappropriated Fund Balance for FY 2015 & Future Years | 0 |
### STORMWATER MANAGEMENT FUND

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fund Balance at June 30, 2012</td>
<td>0</td>
</tr>
<tr>
<td>2013 Revenue - Estimated</td>
<td>0</td>
</tr>
<tr>
<td>2013 Expenditures - Estimated</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Estimated Fund Balance at June 30, 2013</strong></td>
<td>0</td>
</tr>
</tbody>
</table>

**FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013</td>
<td>0</td>
</tr>
<tr>
<td>LESS: Reservation of Fund Balance</td>
<td>0</td>
</tr>
<tr>
<td>Encumbrances</td>
<td>0</td>
</tr>
<tr>
<td><strong>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2013</strong></td>
<td>0</td>
</tr>
<tr>
<td>Plus: Fiscal Year 2014 Estimated Revenues</td>
<td>1,259,991</td>
</tr>
<tr>
<td>Less: Fiscal Year 2014 Estimated Expenditures</td>
<td>(1,259,991)</td>
</tr>
<tr>
<td><strong>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2015 AND FUTURE YEARS</strong></td>
<td>0</td>
</tr>
</tbody>
</table>
HARFORD COUNTY, MARYLAND  
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
TAX INCREMENT FINANCING DEBT SERVICE FUND

<table>
<thead>
<tr>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL FUND BALANCE AT JUNE 30, 2012</td>
<td>2,089,432</td>
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<tr>
<td>2013 Revenue - Estimated</td>
<td>939,500</td>
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<tr>
<td>2013 Expenditures - Estimated</td>
<td>(1,070,000)</td>
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<tr>
<td>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2013</td>
<td>1,958,932</td>
</tr>
<tr>
<td>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</td>
<td></td>
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<tr>
<td>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2013</td>
<td>1,958,932</td>
</tr>
<tr>
<td>Plus: Fiscal Year 2014 Estimated Revenues</td>
<td>9,525,461</td>
</tr>
<tr>
<td>Less: Fiscal Year 2014 Estimated Expenditures</td>
<td>(9,525,461)</td>
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<tr>
<td>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2015 AND FUTURE YEARS</td>
<td>1,958,932</td>
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<td></td>
<td>WATER &amp; SEWER OPERATING FUND</td>
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<td>------------------------</td>
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<tr>
<td><strong>TOTAL NET ASSETS AT JUNE 30, 2012</strong></td>
<td>412,454,055</td>
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<tr>
<td>Less Invested in Capital Assets, Net of Related Debt</td>
<td>(303,842,266)</td>
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<tr>
<td><strong>Net Assets Available for Appropriation at June 30, 2012</strong></td>
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</tr>
<tr>
<td>Unrestricted Net Assets</td>
<td>108,611,789</td>
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<tr>
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<tr>
<td>Less: Fiscal Year 2013 Estimated Expenditures</td>
<td>(47,586,405)</td>
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<td><strong>Net Assets Available for Appropriation at June 30, 2013</strong></td>
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<tr>
<td>Unrestricted Net Assets</td>
<td>96,802,184</td>
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<tr>
<td>Plus: Fiscal Year 2014 Estimated Revenues</td>
<td>37,602,025</td>
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<td>Less: Fiscal Year 2014 Estimated Expenditures</td>
<td>(47,220,940)</td>
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<td><strong>Net Assets Available for Appropriation at June 30, 2014</strong></td>
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<tr>
<td>Unrestricted Net Assets</td>
<td>87,183,269</td>
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(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.
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 0.40 percent of the Highways Fund, have been included in the Approved Fiscal Year 2013-2014 Operating Budget.

- GENERAL FUND $100,000
- HIGHWAYS FUND $200,000
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<tr>
<th></th>
<th>GENERAL FUND</th>
<th>SOLID WASTE SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County Executive</strong></td>
<td>County Executive: 11.00 positions, 792,264 salaries</td>
<td>Public Works: 33.00 positions, 1,511,683 salaries</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>Administration: 60.00 positions, 2,994,266 salaries</td>
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<tr>
<td><strong>Procurement</strong></td>
<td>Procurement: 16.00 positions, 806,690 salaries</td>
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<tr>
<td><strong>Treasury</strong></td>
<td>Treasury: 38.00 positions, 2,038,589 salaries</td>
<td></td>
</tr>
<tr>
<td><strong>Law</strong></td>
<td>Law: 14.00 positions, 1,224,726 salaries</td>
<td></td>
</tr>
<tr>
<td><strong>Planning &amp; Zoning</strong></td>
<td>Planning &amp; Zoning: 42.00 positions, 2,388,100 salaries</td>
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<tr>
<td><strong>Human Resources</strong></td>
<td>Human Resources: 8.00 positions, 536,546 salaries</td>
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<tr>
<td><strong>Community Services</strong></td>
<td>Community Services: 36.00 positions, 2,128,541 salaries</td>
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<tr>
<td><strong>Housing Agency</strong></td>
<td>Housing Agency: 6.00 positions, 267,623 salaries</td>
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</tr>
<tr>
<td><strong>Information &amp; Communication Tech</strong></td>
<td>Information &amp; Communication Tech: 26.00 positions, 1,664,846 salaries</td>
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<tr>
<td><strong>Sheriff's Office</strong></td>
<td>Sheriff's Office: 509.00 positions, 29,868,027 salaries</td>
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<tr>
<td><strong>Emergency Services</strong></td>
<td>Emergency Services: 90.00 positions, 4,216,530 salaries</td>
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<tr>
<td><strong>Inspections, Licenses &amp; Permits</strong></td>
<td>Inspections, Licenses &amp; Permits: 40.00 positions, 2,223,523 salaries</td>
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<tr>
<td><strong>Public Works</strong></td>
<td>Public Works: 24.00 positions, 1,223,841 salaries</td>
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<tr>
<td><strong>County Council</strong></td>
<td>County Council: 23.00 positions, 1,167,312 salaries</td>
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<tr>
<td><strong>Judicial</strong></td>
<td>Judicial: 29.00 positions, 1,647,737 salaries</td>
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<tr>
<td><strong>State's Attorney</strong></td>
<td>State's Attorney: 57.00 positions, 3,500,667 salaries</td>
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<tr>
<td><strong>Parks &amp; Recreation</strong></td>
<td>Parks &amp; Recreation: 99.50 positions, 4,641,628 salaries</td>
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<tr>
<td><strong>Conservation of Natural Resources</strong></td>
<td>Conservation of Natural Resources: 4.00 positions, 222,030 salaries</td>
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<tr>
<td><strong>Economic Development</strong></td>
<td>Economic Development: 15.00 positions, 907,684 salaries</td>
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<td><strong>TOTAL GENERAL FUND</strong></td>
<td>TOTAL GENERAL FUND: 1,147.50 positions, 64,461,170 salaries</td>
<td>TOTAL SOLID WASTE SERVICES: 33.00 positions, 1,511,683 salaries</td>
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<td></td>
<td>TOTAL GENERAL FUND: 1,156.50 positions, 65,740,622 salaries</td>
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<td></td>
<td>TOTAL GENERAL FUND: 1,171.50 positions, 68,194,838 salaries</td>
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<td>ENACTED FY 13</td>
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<td>PART TIME</td>
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<td>TOTAL STORMWATER MGT FUND</td>
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<tr>
<td>Bureau of Revenue Collections</td>
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## FY 2014 POSITION CHANGES

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<tr>
<th></th>
<th>FULL TIME ABOLISH &amp; CREATES</th>
<th>FULL TIME TRANSFERS</th>
<th>PART TIME ABOLISH &amp; CREATES</th>
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<tbody>
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<td># of Positions</td>
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<td>(Unfunded)</td>
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</table>

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## FY 2014 POSITION CHANGES

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<th></th>
<th>FULL TIME ABOLISH &amp; CREATES</th>
<th>FULL TIME TRANSFERS</th>
<th>PART TIME ABOLISH &amp; CREATE</th>
<th>PART TIME TRANSFERS</th>
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<tr>
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<td>2,995</td>
<td>22,339</td>
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<tr>
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<td>76,149</td>
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<td>(86,341)</td>
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<td>193,919</td>
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<td>(16,474)</td>
<td>(21,544)</td>
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*Officer, Recruits are funded for 1/2 year*
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<tr>
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<td>(1.00)</td>
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<td>FY 2014 POSITION CHANGES</td>
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<td></td>
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<tr>
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<tr>
<td><strong>STATE’S ATTORNEY</strong></td>
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<td>State’s Attorney’s Office</td>
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<td><strong>TOTAL STATE’S ATTORNEY</strong></td>
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<table>
<thead>
<tr>
<th><strong>PARKS &amp; RECREATION</strong></th>
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<td>Parks &amp; Facilities</td>
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<tr>
<td>Maintenance Worker II (Unfunded)</td>
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<tr>
<td>Custodial Worker II (Unfunded)</td>
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<td>Solid Waste Management</td>
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<td>Weighmaster/Attendant Trainee</td>
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<td><strong>TOTAL PUBLIC WORKS</strong></td>
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<thead>
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## FY 2014 POSITION CHANGES

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<th>PART TIME</th>
<th>Part Time</th>
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<td>Salary</td>
<td>Fringe</td>
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<tr>
<td>Bureau of Water Resources</td>
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<td>(1.00)</td>
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<td>(1,213,840)</td>
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<td>(1.00)</td>
<td>(1,213,840)</td>
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<td>(1,213,840)</td>
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<td><strong>TOTAL PUBLIC WORKS</strong></td>
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<td>51,307</td>
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<td>Part Time</td>
<td>Full Time</td>
<td>Part Time</td>
</tr>
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<tr>
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<td># of Positions Salary Fringe</td>
<td># of Positions Salary Fringe</td>
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<tr>
<td>Engineering Associate V</td>
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HARFORD COUNTY
SPENDING AFFORDABILITY ADVISORY COMMITTEE
REPORT TO THE COUNTY EXECUTIVE
FOR FISCAL YEAR 2014

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 2013 to FY 2014 as the Committee expects growth of 2.6%. The Committee has projected Income Tax revenue to increase 2.5% from FY 2013 revised budget estimates to FY 2014 after growing a projected 5.7% from FY 2012 to FY 2013. As property values are continuing to decline in the County, the Committee believes property tax revenues should decline from FY 2013 to FY 2014 with a decrease of 1.8%.

It is important to note the Committee considered two significant exogenous factors in rendering its recommendations:

• 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.

• The Wynne Tax Credit Case- Maryland was found to have unconstitutionally calculated the tax credit afforded to taxpayers who have paid taxes earned in other states. If the State loses on final appeal, Harford County will need to make some refunds to taxpayers as part of the settlement. Based on projections supplied by the State Comptroller, Harford County refunds should not have a significant impact to its overall budget.
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, 2013, provided by the Harford County Treasurer.
- Property tax collections, and estimates, for Harford County, through FY 2013 and 2014, provided by the Harford County Treasurer.
- Approved Harford County Annual Operating and Capital Budgets - In - Brief 2012-2013.
- 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 2011-2018 as prepared by the Treasurer’s office.

B. Selected Method - Further Qualifications

The Committee reviewed, in detail, revenue estimates for the property tax and the local income tax. Collectively, property and income tax collections represent approximately 90% of total General Fund revenues to the County. The Committee reviewed historical data, developed trends, and forecasted revenues for both FY 2013 and FY 2014 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 $20.4 million in appropriated fund balance from the FY 2012 audit and $8.35 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 2013 General Operating Budget as a necessary step in carrying out its charge to recommend a FY 2014 spending level. It was necessary to adjust the FY 2013 General Operating Budget to reflect the reduction of the appropriated fund balance equal to $20.4 million and a further reduction of $8.35 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 2013 General Operating Budget of $473.4 million.

C. Debt Authorization

The Committee has reviewed the County's Debt Management Plan dated April 13, 2010. The Debt Management Plan includes a discussion of strategic capital planning and sets overall objectives for issuance of debt and debt service loads. The Committee concurs in those objectives and the reasoning set forth in the Debt Management Plan, 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 plan, 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 Plan and their impact on the expected debt level in FY 2013:

- 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 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 $1,851.
- 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%.
- The County aims to have debt service not exceed 10% of budgeted general fund expenditures. Projected FY 2014 level is 9.5%.

The Committee believes the proposed level of debt for Fiscal Year 2014 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) while Standard & Poors awarded the County its second highest rating of AA+.

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 Committee endorses maintaining this practice for a number of reasons. The reader should note that, in practice, the County actually assigns the money and creates a “Fiscal Stabilization Fund”. This reserve acts as funds that could be used by the County to fund revenue shortfalls, only by legislative action. The credit rating agencies have endorsed this practice and the Committee feels it is within the spirit of what we are recommending.

First, the five percent 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 credit worthiness, some of the rating agencies have cited the fund balance as a source of financial strength. 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

Operating Budget

Based upon our review and analysis of procedures already outlined, the Committee recommends that the FY 2014 General Operating Budget increase the FY 2013 Net Adjusted General Fund Budget, of $473.4 million, by 2.60%. This represents approximately $485.8 million in ongoing revenues. Note, based on the current state of the economy, the Committee was concerned over the impact to property tax revenues as well as all revenue sources of the County. Due to the current recession, it was noted that we could expect further reductions in property taxes. As property taxes are a significantly larger source of revenue than income taxes, a decline in this source can be particularly impactful.

The Committee noted an expected rise in the income tax revenue and expects that trend to continue as the economy recovers. Small business profits should begin to recover, employment for County residents should improve, and the return of capital gains should continue to drive this revenue source. The Committee recommends the County continue to monitor the possible effects of the pending Federal Budget cuts (the “Sequestration”) and the Maryland Wynne tax credit case as they move forward with the FY 2014 budget.

Debt Authorization

The Committee spent considerable time discussing County debt authorization, reviewing the Debt Management Plan, and the expected debt levels in future years. We noted the County has a recently updated debt management plan dated April 2010, which, to us, appears to place reasonable parameters on the issuance of debt by the County. A review of expected levels of debt from FY 2013, through FY 2018, indicated the County remained comfortably within the debt metrics imposed by the plan.

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 2013 and throughout FY 2014 as it prepares its recommendations for FY 2015. This is particularly important as there continues to be uncertainty in the economy, the Federal Budget Sequestration, and the pending Wynne tax case. 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 have been a major help in reducing the cost of the County’s debt, however, it has had a major impact on the County’s investment portfolio. Cash received from revenues is invested in short term securities until it is needed during the fiscal year. Given the size of the County budget, this investment portfolio can be quite large during the year. Interest earned on the portfolio is expected to provide additional revenue to cover expenses of the County. The rapid drop in interest rates has materially impacted the investment income of the County. This situation should not improve for most, or all of, FY 2014.

The continuing sluggish economy has adversely impacted property values, transfer taxes and other real estate related fees. This has translated into lower real estate taxes as the new assessment process continues. The Committee estimates property tax revenue to decline over 1.8% in FY 2014. The assessment process has resulted in declines in County property values which will continue to have a significant impact
on FY 2014 real estate tax revenue. In addition, there may continue to be an impact to recordation taxes, transfer taxes and other real estate activity fees due to slower sales in Harford County real estate.

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, 2013
*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 14 APPROVED ALL FUNDS REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPERTY TAXES:</strong></td>
<td>45%</td>
<td>289,272,646</td>
<td><strong>INCOME TAX</strong></td>
<td>30%</td>
<td>190,600,000</td>
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<tr>
<td>Real &amp; Personal</td>
<td></td>
<td>288,009,015</td>
<td>W &amp; S USER CHARGES</td>
<td>4%</td>
<td>26,159,625</td>
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<tr>
<td>Transfer Tax</td>
<td></td>
<td>4,800,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stormwater Mgt Fee</td>
<td></td>
<td>1,065,725</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Tax</td>
<td></td>
<td>1,099,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Deductions</td>
<td></td>
<td>(5,701,094)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **INTERGOVERNMENTAL/STATE:**   | 5%         | 30,775,277   | **W & S DEBT SERVICE:**         | 2%         | 11,964,200   |
| Recordation/Transfer Tax        |            | 15,300,255   | Development                      |            | 4,681,900    |
| Pro Rata                        |            | 213,453      | Capital Assessment               |            | 5,488,000    |
| Highways Users Tax              |            | 1,344,855    | Capital Connections              |            | 1,478,200    |
| Other                           |            | 13,916,714   | Other                           |            | 316,100      |

| **FUND BALANCE/UNRESTRICTED**  | 7%         | 47,779,823   | **OTHER REVENUE:**              | 6%         | 35,419,541   |
| NET ASSETS:                     |            |              | Licenses/Permits                 |            | 3,479,650    |
| General Fund Balance            |            | 21,976,465   | Service Charges                  |            | 3,664,800    |
| Highways Fund Balance           |            | 4,833,655    | Fines & Forfeitures              |            | 133,500      |
| County - Ag Preservation        |            | 712,755      | Miscellaneous                    |            | 19,856,900   |
| P & R Special Revenues          |            | 33,233       | Capital Recovery                 |            | 2,177,800    |
| Unrestricted Net Assets         |            | 9,618,915    | Other Taxes                      |            | 4,809,500    |
| Contributed Capital             |            | 10,604,800   | Investment Income                |            | 1,298,391    |

| **SOLID WASTE:**                | 1%         | 8,420,900    |                                 |            |              |
| Waste to Energy                 |            | 8,420,900    |                                 |            |              |

**TOTAL ALL FUNDS REVENUES** 640,392,012
ALL FUNDS REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $640,392,012

Fund Balance $47,779,823
7%

Income Taxes $190,600,000
30%

Other Revenue $35,419,541
6%

W&S Debt $11,964,200
2%

Property Tax $289,272,646
45%

Solid Waste $8,420,900
1%

W&S User Charges $26,159,625
4%

Intergovernmental/State $30,775,277
5%

$47,779,823
$190,600,000
$35,419,541
$11,964,200
$289,272,646
$8,420,900
$26,159,625
$30,775,277

7%
30%
6%
2%
45%
1%
4%
### FY 14 APPROVED ALL FUNDS APPROPRIATIONS BREAKDOWN

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td><strong>GENERAL GOVERNMENT:</strong></td>
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<td>2,185,846</td>
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<tr>
<td>Administration</td>
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<td>7,525,155</td>
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<td>Procurement</td>
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<td>4,240,912</td>
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<tr>
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<td>Community Services</td>
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<td>Info &amp; Communication Technology</td>
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<td>5,866,211</td>
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<td>Council</td>
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<td>Natural Resources</td>
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<td>Economic Development</td>
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<td>Insurance</td>
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<td>Benefits</td>
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<tr>
<td>Appropriation to Towns</td>
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<td>3,574,846</td>
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<tr>
<td>Appropriation to State</td>
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<td>1,040,000</td>
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<tr>
<td>Rural Legacy Program</td>
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<td>50,000</td>
</tr>
<tr>
<td>Contingency Reserve</td>
<td></td>
<td>100,000</td>
</tr>
</tbody>
</table>

| **EDUCATION:**                    | 37%        | 236,342,341  |
| Board of Education                |            | 35% 221,300,729 |
| Harford Community College         |            | 37% 14,961,612 |
| School for the Blind              |            | 2% 90,000     |

| **PUBLIC SAFETY:**               | 15%        | 95,944,415   |
| Sheriff                           |            | 68,982,871   |
| Emergency Services                |            | 13,433,634   |
| Volunteer Fire Companies          |            | 6,724,642    |
| Inspections, Licenses & Permits   |            | 3,586,050    |
| Environmental Services            |            | 2,567,218    |
| Humane Society                    |            | 650,000      |

| **HIGHWAYS:**                     | 6%         | 38,943,973   |
| Fleet Management                  |            | 8,325,543    |
| Personnel Matters                 |            | 283,199      |
| Public Works                      |            | 28,512,536   |
| Insurance                         |            | 364,742      |
| Benefits                          |            | 1,257,953    |
| Contingency Reserve               |            | 200,000      |

| **LIBRARIES**                     | 2%         | 16,158,310   |

| **PAYGO:**                        | 5%         | 31,549,540   |
| General - Capital Improvements    |            | 16,695,328   |
| Highways - Capital Improvements   |            | 9,480,762    |
| Water & Sewer - Capital Improvements |        | 5,373,450   |

| **DEBT SERVICE:**                 | 13%        | 80,935,314   |
| General                           |            | 49,320,618   |
| AG Preservation - County          |            | 5,323,395    |
| Highways                          |            | 977,756      |
| Water & Sewer Debt Service        |            | 14,118,789   |
| Solid Waste Services              |            | 1,669,295    |
| TIF Debt Service                  |            | 9,525,461    |

| **SOLID WASTE MANAGEMENT:**       | 2%         | 13,128,675   |
| Public Works                      |            | 13,128,675   |

| **STORMWATER MANAGEMENT:**        | 1%         | 1,259,991    |
| Public Works                      |            | 1,259,991    |

| **TOTAL ALL FUNDS APPROPRIATIONS**|           | 640,392,012  |
### ALL FUNDS SUMMARY

#### SUMMARY BY CHARACTER:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>140,603,285</td>
<td>148,935,980</td>
<td>143,490,168</td>
<td>150,677,122</td>
<td>150,797,524</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>40,596,678</td>
<td>43,748,282</td>
<td>52,228,980</td>
<td>55,138,458</td>
<td>55,138,458</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>11,743,905</td>
<td>11,756,776</td>
<td>14,314,923</td>
<td>15,726,194</td>
<td>15,726,194</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>8,024,196</td>
<td>8,902,712</td>
<td>9,115,525</td>
<td>9,578,564</td>
<td>9,578,564</td>
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<td>50 CAPITAL OUTLAY</td>
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<td>1,352,224</td>
<td>1,242,224</td>
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<td>60 DEBT SERVICE</td>
<td>62,336,549</td>
<td>81,414,250</td>
<td>73,708,018</td>
<td>72,255,853</td>
<td>80,681,314</td>
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<td>70 MISCELLANEOUS</td>
<td>290,874,662</td>
<td>309,317,917</td>
<td>331,185,900</td>
<td>332,762,017</td>
<td>326,566,274</td>
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<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>3,069,350</td>
<td>542,742</td>
<td>640,920</td>
<td>641,460</td>
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</tbody>
</table>

**GRAND TOTAL** | **558,188,159** | **616,249,816** | **625,745,860** | **638,131,892** | **640,392,012**

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>11 GENERAL</td>
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<td>486,009,609</td>
<td>487,488,257</td>
<td>493,855,941</td>
<td>496,925,918</td>
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<td>25 HIGHWAYS</td>
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<td>47,626,176</td>
<td>53,760,418</td>
<td>49,477,491</td>
<td>49,402,491</td>
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<td>26 PARKS AND RECREATION</td>
<td>676,139</td>
<td>783,010</td>
<td>889,467</td>
<td>884,233</td>
<td>884,233</td>
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<td>27 AG PRESERVATION - COUNTY</td>
<td>4,184,163</td>
<td>11,665,300</td>
<td>6,803,958</td>
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<td>6,176,219</td>
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<td>28 AG PRESERVATION - STATE</td>
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<td>80,000</td>
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<td>29 STORMWATER MANAGEMENT</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10,500,000</td>
<td>1,259,991</td>
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<tr>
<td>31 TAX INCREMENT FINANCING</td>
<td>1,146,834</td>
<td>829,371</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
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<tr>
<td>51 WATER &amp; SEWER OPERATING</td>
<td>36,799,171</td>
<td>39,606,472</td>
<td>45,534,686</td>
<td>47,141,249</td>
<td>47,220,940</td>
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<td>53 WATER &amp; SEWER DEBT SERVICE</td>
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<td>15,016,747</td>
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<td>14,118,789</td>
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<tr>
<td>55 SOLID WASTE SERVICES</td>
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<td>14,680,864</td>
<td>14,594,635</td>
<td>14,797,970</td>
<td>14,797,970</td>
</tr>
</tbody>
</table>

**GRAND TOTAL** | **558,188,159** | **616,249,816** | **625,745,860** | **638,131,892** | **640,392,012**

126
## ALL FUNDS SUMMARY

### SUMMARY BY DEPARTMENT:

<table>
<thead>
<tr>
<th>Department</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>COUNTY EXECUTIVE</td>
<td>1,850,998</td>
<td>1,881,681</td>
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<td>7,181,279</td>
<td>7,375,155</td>
<td>7,525,155</td>
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<td>PROCUREMENT</td>
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<td>11,135,988</td>
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<td>12,566,455</td>
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<td>4,441,053</td>
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<td>4,257,825</td>
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<td>1,863,138</td>
<td>1,958,165</td>
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<td>2,043,809</td>
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<td>PLANNING AND ZONING</td>
<td>3,983,400</td>
<td>11,265,101</td>
<td>4,103,969</td>
<td>4,603,536</td>
<td>4,603,536</td>
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<td>HUMAN RESOURCES</td>
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<td>3,400,933</td>
<td>1,831,766</td>
<td>1,789,131</td>
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<td>COMMUNITY SERVICES</td>
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<td>6,891,406</td>
<td>6,989,144</td>
<td>7,877,026</td>
<td>7,877,026</td>
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<td>HANDICAPPED CARE CENTERS</td>
<td>2,298,730</td>
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<td>HOUSING AGENCY</td>
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<td>INFORMATION &amp; COMMUNICATION TECHNOLOGY</td>
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<td>67,761,568</td>
<td>66,516,256</td>
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<td>19,725,801</td>
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<td>20,158,276</td>
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<td>INSPECTIONS, LICENSES &amp; PERMITS</td>
<td>3,977,313</td>
<td>4,053,556</td>
<td>3,942,575</td>
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<td>81,200,895</td>
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<td>2,763,743</td>
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<td>JUDICIAL</td>
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<td>2,974,114</td>
<td>2,820,204</td>
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<td>STATE'S ATTORNEY</td>
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<td>5,694,863</td>
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<td>ELECTIONS</td>
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<td>BOARD OF EDUCATION</td>
<td>211,067,388</td>
<td>217,972,155</td>
<td>219,821,368</td>
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<td>MARCY COMMUNITY COLLEGE</td>
<td>14,512,764</td>
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<td>14,961,612</td>
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<td>MARYLAND SCHOOL FOR THE BLIND</td>
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<td>71,250</td>
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<td>LIBRARIES</td>
<td>15,112,147</td>
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<td>15,634,624</td>
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<td>16,158,310</td>
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<td>PARKS AND RECREATION</td>
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<td>10,446,278</td>
<td>10,636,811</td>
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<td>CONSERVATION OF NATURAL RESOURCES</td>
<td>470,453</td>
<td>511,599</td>
<td>612,468</td>
<td>639,378</td>
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<td>ECONOMIC DEVELOPMENT</td>
<td>2,171,358</td>
<td>2,173,052</td>
<td>2,484,704</td>
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<td>DEBT SERVICE</td>
<td>62,508,462</td>
<td>81,581,710</td>
<td>73,957,018</td>
<td>72,509,853</td>
<td>80,935,314</td>
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<td>INSURANCE</td>
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<td>0</td>
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<td>1,627,698</td>
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<td>BENEFITS</td>
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<td>6,177,956</td>
<td>6,192,963</td>
<td>7,024,346</td>
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<td>PAYGO/APPROPRIATION TO TOWNS</td>
<td>14,148,708</td>
<td>26,115,202</td>
<td>44,360,743</td>
<td>39,975,120</td>
<td>36,864,386</td>
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<td>0</td>
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<td>GRAND TOTAL</td>
<td>558,188,159</td>
<td>616,249,816</td>
<td>625,745,860</td>
<td>638,131,892</td>
<td>640,392,012</td>
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### SUMMARY OF GRANT BUDGET

<p>| | | | | | |</p>
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<thead>
<tr>
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<tbody>
<tr>
<td>GRAND TOTAL</td>
<td>2,992,538</td>
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## ALL FUNDS SUMMARY

### SUMMARY BY REVENUE SOURCE:

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<tr>
<th>Revenue Source</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>Property Taxes</td>
<td>295,823,988</td>
<td>299,459,167</td>
<td>292,182,545</td>
<td>298,706,921</td>
<td>289,272,646</td>
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<td>Income Taxes</td>
<td>166,483,042</td>
<td>179,177,637</td>
<td>175,068,772</td>
<td>190,600,000</td>
<td>190,600,000</td>
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<tr>
<td>W &amp; S User Charges</td>
<td>24,925,630</td>
<td>24,566,811</td>
<td>25,924,700</td>
<td>26,159,625</td>
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<td>Waste to Energy Plant</td>
<td>9,319,774</td>
<td>9,006,799</td>
<td>9,733,800</td>
<td>8,420,900</td>
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<tr>
<td>W &amp; S Debt Service</td>
<td>16,280,392</td>
<td>11,014,549</td>
<td>11,981,000</td>
<td>11,964,200</td>
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<tr>
<td>Intergovernmental/State-Shared</td>
<td>33,354,806</td>
<td>28,352,333</td>
<td>34,908,688</td>
<td>30,775,277</td>
<td>30,775,277</td>
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<tr>
<td>Investment Income</td>
<td>2,191,728</td>
<td>5,774,973</td>
<td>1,408,264</td>
<td>1,258,894</td>
<td>1,298,391</td>
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<td>Fund Bal Approp/Unrestricted Net Assets</td>
<td>0</td>
<td>0</td>
<td>50,924,851</td>
<td>44,705,155</td>
<td>47,779,823</td>
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<td>Other Revenue</td>
<td>27,139,016</td>
<td>42,774,222</td>
<td>23,613,240</td>
<td>25,540,920</td>
<td>34,121,150</td>
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<td><strong>GRAND TOTAL</strong></td>
<td><strong>575,518,376</strong></td>
<td><strong>600,126,491</strong></td>
<td><strong>625,745,860</strong></td>
<td><strong>638,131,892</strong></td>
<td><strong>640,392,012</strong></td>
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FY 14 Approved Budget               $640,392,012

FY 13 Approved Budget               $625,745,860

$ growth                               $14,646,152

% growth                             2.34%
GENERAL
<table>
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<tr>
<th>Revenue Source</th>
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<td><strong>PROPERTY TAX:</strong></td>
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<td>Real &amp; Personal</td>
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<td>Deductions</td>
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<td><strong>FUND BALANCE</strong></td>
<td>5%</td>
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<td><strong>MISCELLANEOUS:</strong></td>
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<td>Other Taxes</td>
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<td>Licenses &amp; Permits</td>
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<tr>
<td><strong>TOTAL GENERAL FUND REVENUES</strong></td>
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GENERAL FUND REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $496,925,918

Property Tax
$248,593,893
50%

Intergovernmental/State
$24,677,260
5%

Fund Balance
$21,976,465
5%

Miscellaneous
$11,078,300
2%

Income Taxes
$190,600,000
38%
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<tr>
<th>Category</th>
<th>Percentage</th>
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<tr>
<td>GENERAL GOVERNMENT:</td>
<td>17%</td>
<td>82,464,906</td>
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<td>County Executive</td>
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<td>Administration</td>
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<td>Handicapped Care Centers</td>
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<td>Appropriation to Towns</td>
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<td>Appropriation to State</td>
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<td>Rural Legacy Program</td>
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<td>Contingency Reserve</td>
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<tr>
<td>EDUCATION:</td>
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<td>Board of Education</td>
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<td>Harford Community College</td>
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<td>School for the Blind</td>
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<td>PUBLIC SAFETY:</td>
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<td>68,982,871</td>
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<td>Volunteer Fire Companies</td>
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<td>Inspections, Licenses &amp; Permits</td>
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<td>PAYGO:</td>
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<td>Capital Improvements</td>
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<td>Grant to Stormwater Management Fund</td>
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<td>DEBT SERVICE</td>
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<tr>
<td>TOTAL GENERAL FUND APPROPRIATIONS</td>
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<td>496,925,918</td>
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</table>
GENERAL FUND APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $496,925,918

- General Government $82,464,906 (17%)
- Education $236,342,341 (48%)
- Debt Service $49,320,618 (10%)
- Paygo $16,695,328 (3%)
- Libraries $16,158,310 (3%)
- Public Safety $95,944,415 (19%)
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:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>106,188,290</td>
<td>112,816,715</td>
<td>109,475,772</td>
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<td>115,124,737</td>
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<td>20 CONTRACTUAL SERVICES</td>
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<td>23,253,123</td>
<td>28,948,095</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
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<td>40 BUSINESS &amp; TRAVEL</td>
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<td>3,325,120</td>
<td>3,573,795</td>
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<td>50 CAPITAL OUTLAY</td>
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<td>3,543,182</td>
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<td>60 DEBT SERVICE</td>
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<td>57,654,832</td>
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<td>487,488,257</td>
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## GENERAL FUND

### FUND SUMMARY:

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<th>Department</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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<td>1,881,681</td>
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<tr>
<td>ADMINISTRATION</td>
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<td>6,992,773</td>
<td>7,181,279</td>
<td>7,375,155</td>
<td>7,525,155</td>
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<td>TREASURY</td>
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<td>3,648,424</td>
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<td>LAW</td>
<td>1,681,756</td>
<td>1,863,138</td>
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<td>HUMAN RESOURCES</td>
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<td>2,775,846</td>
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<td>COMMUNITY SERVICES</td>
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<td>HANDICAPPED CARE CENTERS</td>
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<tr>
<td>SHERIFF'S OFFICE</td>
<td>63,800,429</td>
<td>67,761,568</td>
<td>66,516,256</td>
<td>68,982,871</td>
<td>68,982,871</td>
</tr>
<tr>
<td>EMERGENCY SERVICES</td>
<td>18,177,550</td>
<td>19,528,551</td>
<td>19,725,801</td>
<td>20,318,276</td>
<td>20,158,276</td>
</tr>
<tr>
<td>INSPECTIONS, LICENSES &amp; PERMITS</td>
<td>3,977,313</td>
<td>4,053,556</td>
<td>3,942,575</td>
<td>4,236,500</td>
<td>3,566,050</td>
</tr>
<tr>
<td>PUBLIC WORKS</td>
<td>2,349,543</td>
<td>2,538,173</td>
<td>2,424,295</td>
<td>2,567,218</td>
<td>2,567,218</td>
</tr>
<tr>
<td>COUNTY COUNCIL</td>
<td>2,088,793</td>
<td>2,506,627</td>
<td>2,763,743</td>
<td>2,743,901</td>
<td>2,743,901</td>
</tr>
<tr>
<td>JUDICIAL</td>
<td>2,849,134</td>
<td>2,974,114</td>
<td>2,820,204</td>
<td>2,957,493</td>
<td>2,957,493</td>
</tr>
<tr>
<td>STATE'S ATTORNEY</td>
<td>5,417,976</td>
<td>5,694,863</td>
<td>5,464,716</td>
<td>5,722,949</td>
<td>5,722,949</td>
</tr>
<tr>
<td>ELECTIONS</td>
<td>1,706,262</td>
<td>1,442,129</td>
<td>1,942,172</td>
<td>2,012,347</td>
<td>2,012,347</td>
</tr>
<tr>
<td>BOARD OF EDUCATION</td>
<td>211,067,388</td>
<td>217,972,155</td>
<td>219,821,368</td>
<td>221,300,729</td>
<td>221,300,729</td>
</tr>
<tr>
<td>HARFORD COMMUNITY COLLEGE</td>
<td>14,512,764</td>
<td>14,961,612</td>
<td>14,961,612</td>
<td>14,961,612</td>
<td>14,961,612</td>
</tr>
<tr>
<td>MARYLAND SCHOOL FOR THE BLIND</td>
<td>66,340</td>
<td>71,250</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>LIBRARIES</td>
<td>15,112,147</td>
<td>15,692,144</td>
<td>15,634,624</td>
<td>16,053,310</td>
<td>16,158,310</td>
</tr>
<tr>
<td>PARKS &amp; RECREATION</td>
<td>9,248,942</td>
<td>9,663,268</td>
<td>9,747,344</td>
<td>9,910,840</td>
<td>9,910,840</td>
</tr>
<tr>
<td>CONSERVATION OF NATURAL RESOURCES</td>
<td>470,453</td>
<td>511,599</td>
<td>612,468</td>
<td>639,378</td>
<td>639,378</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT</td>
<td>2,171,358</td>
<td>2,173,052</td>
<td>2,484,704</td>
<td>2,435,687</td>
<td>2,455,687</td>
</tr>
<tr>
<td>DEBT SERVICE</td>
<td>38,811,545</td>
<td>57,668,150</td>
<td>48,260,231</td>
<td>49,320,618</td>
<td>49,320,618</td>
</tr>
<tr>
<td>INSURANCE</td>
<td>0</td>
<td>0</td>
<td>1,063,401</td>
<td>1,010,872</td>
<td>1,010,872</td>
</tr>
<tr>
<td>BENEFITS</td>
<td>3,140,737</td>
<td>4,441,353</td>
<td>4,718,725</td>
<td>5,267,380</td>
<td>5,267,380</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>7,304,108</td>
<td>14,179,379</td>
<td>22,802,608</td>
<td>18,505,908</td>
<td>22,010,174</td>
</tr>
<tr>
<td>RESERVE FOR CONTINGENCIES</td>
<td>7,304,108</td>
<td>14,179,379</td>
<td>22,802,608</td>
<td>18,505,908</td>
<td>22,010,174</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>442,157,529</strong></td>
<td><strong>486,009,609</strong></td>
<td><strong>487,488,257</strong></td>
<td><strong>493,855,941</strong></td>
<td><strong>496,925,918</strong></td>
</tr>
<tr>
<td></td>
<td>AUDITED FY 11</td>
<td>AUDITED FY 12</td>
<td>ORIGINAL BUDGET FY 13</td>
<td>EXECUTIVE PROPOSED FY 14</td>
<td>ENACTED FY 14</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>--------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>PROPERTY TAXES</td>
<td>255,054,626</td>
<td>258,732,771</td>
<td>251,910,102</td>
<td>248,593,893</td>
<td>248,593,893</td>
</tr>
<tr>
<td>INCOME TAXES</td>
<td>166,483,042</td>
<td>179,177,637</td>
<td>175,068,772</td>
<td>190,600,000</td>
<td>190,600,000</td>
</tr>
<tr>
<td>LICENSES &amp; PERMITS</td>
<td>3,294,897</td>
<td>3,596,093</td>
<td>3,295,200</td>
<td>3,468,900</td>
<td>3,468,900</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL</td>
<td>1,604,149</td>
<td>3,891,130</td>
<td>2,941,800</td>
<td>2,908,814</td>
<td>2,908,814</td>
</tr>
<tr>
<td>SERVICE CHARGES</td>
<td>2,011,338</td>
<td>1,890,265</td>
<td>2,085,620</td>
<td>1,844,800</td>
<td>1,844,800</td>
</tr>
<tr>
<td>FINES &amp; FORFEITURES</td>
<td>112,671</td>
<td>117,432</td>
<td>105,100</td>
<td>102,300</td>
<td>102,300</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>383,719</td>
<td>336,006</td>
<td>351,416</td>
<td>322,100</td>
<td>322,100</td>
</tr>
<tr>
<td>MISCELLANEOUS REVENUES</td>
<td>5,243,568</td>
<td>15,401,206</td>
<td>4,817,200</td>
<td>5,340,200</td>
<td>5,340,200</td>
</tr>
<tr>
<td>RECORDATION/TRANSFER TAX</td>
<td>18,310,951</td>
<td>11,381,984</td>
<td>18,258,301</td>
<td>13,600,000</td>
<td>13,600,000</td>
</tr>
<tr>
<td>INTRA-COUNTY TRANSFERS</td>
<td>9,936,204</td>
<td>9,227,617</td>
<td>8,297,468</td>
<td>8,168,446</td>
<td>8,168,446</td>
</tr>
<tr>
<td>FUND BALANCE APPROPRIATION</td>
<td>0</td>
<td>0</td>
<td>20,357,278</td>
<td>18,906,488</td>
<td>21,976,465</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>462,435,165</strong></td>
<td><strong>483,752,141</strong></td>
<td><strong>487,488,257</strong></td>
<td><strong>493,855,941</strong></td>
<td><strong>496,925,918</strong></td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

FY 14 Approved Budget $496,925,918
FY 13 Approved Budget $487,488,257

$9,437,661 increase
1.94% increase

The $9,437,661 increase in General Fund Revenues results from:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>251,910,102</td>
<td>248,593,893</td>
<td>(3,316,209)</td>
</tr>
</tbody>
</table>

PROPERTY TAXES

<table>
<thead>
<tr>
<th></th>
<th>FY 14 Approved Budget</th>
<th>$248,593,893</th>
<th>50.03% of the FY 14 General Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>o FY 13 Approved Budget</td>
<td>$251,910,102</td>
<td>51.68% of the FY 13 General Fund</td>
<td></td>
</tr>
<tr>
<td>$ decline</td>
<td>($3,316,209)</td>
<td>(1.3%)</td>
<td></td>
</tr>
<tr>
<td>% decline</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

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

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

We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, 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 (1.3%) reduction in property tax revenue for FY 14 is primarily due to a decrease in reassessed property values.
FINANCIAL NOTES:

**Property Tax Trend**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Audited</th>
<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>255,054,626</td>
<td>251,910,102</td>
</tr>
<tr>
<td>FY 12</td>
<td>258,732,771</td>
<td>248,593,893</td>
</tr>
</tbody>
</table>
### GENERAL FUND

#### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>175,068,772</td>
<td>190,600,000</td>
<td>15,531,228</td>
</tr>
<tr>
<td><strong>INCOME TAXES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 14 Approved Budget</td>
<td>$190,600,000</td>
<td>38.36%</td>
<td>of the FY 14 General Fund</td>
</tr>
<tr>
<td>FY 13 Approved Budget</td>
<td>$175,068,772</td>
<td>35.91%</td>
<td>of the FY 13 General Fund</td>
</tr>
<tr>
<td>$ growth</td>
<td>$15,531,228</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% growth</td>
<td>8.87%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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, and continuing the trend in FY 12 and FY 13. Fiscal Year 14 estimates are based on FY 13 actual amounts with a small percentage increase.

The increase in quarterly revenues is largely due to an increase in the tax base resulting from the Base Realignment and Closure (BRAC) activities at Aberdeen Proving Ground, as well as a lower unemployment percentage for FY 13.
GENERAL FUND

Income Tax Trend

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>166,483,042</td>
</tr>
<tr>
<td>FY 12</td>
<td>179,177,637</td>
</tr>
<tr>
<td>FY 13</td>
<td>175,068,772</td>
</tr>
<tr>
<td>FY 14</td>
<td>190,600,000</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OTHER REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 14 Approved Budget</td>
<td>$57,732,025</td>
<td>11.62%</td>
<td>of the FY 14 General Fund</td>
</tr>
<tr>
<td>FY 13 Approved Budget</td>
<td>$60,509,383</td>
<td>12.41%</td>
<td>of the FY 13 General Fund</td>
</tr>
<tr>
<td>$ decline</td>
<td>($2,777,358)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% decline</td>
<td>(4.59%)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

- **Impact Fee**
  - FY 13: 1,750,000
  - FY 14: 2,500,000
  - Change: 750,000

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 an increase based on FY 13 actual amount collected and an increase in building permits in the third and fourth quarters of FY 13.

- **Investment Income**
  - FY 13: 351,416
  - FY 14: 322,100
  - Change: (29,316)

Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 14 a projected decrease is anticipated, based on actual investment earnings in FY 13.

- **Fund Balance Appropriated**
  - FY 13: 20,357,278
  - FY 14: 21,976,465
  - Change: 1,619,187

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

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSDS Recordation/Transfer Taxes</td>
<td>18,258,301</td>
<td>13,600,000</td>
<td>(4,658,301)</td>
</tr>
</tbody>
</table>

FY 14 includes a one-time amount of prior year revenue totaling $1,200,000 and reflects a decrease of $4,658,301 which is in line with FY 13 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.

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support to Solid Waste Services</td>
<td>(2,014,835)</td>
<td>(2,240,870)</td>
<td>(226,035)</td>
</tr>
</tbody>
</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 13 this resulted in the need of support with General Fund revenues amounting to $2,014,835. For FY 14 a larger General Fund contribution of $2,240,870 is required. This increase in the General Fund support is the result of a decrease in the tonnage levels of waste being delivered to the County's waste facilities.

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.

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All &quot;Other&quot; Revenues combined</td>
<td>21,807,223</td>
<td>21,574,330</td>
<td>(232,893)</td>
</tr>
</tbody>
</table>

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

The $9,437,661 net increase in the General Fund is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,245,759</td>
<td>1,245,759</td>
<td>14.00</td>
</tr>
</tbody>
</table>

Net Full-Time positions abolished and created for FY 14:

### FULL TIME POSITIONS

#### ADMINISTRATION

<table>
<thead>
<tr>
<th>FACILITIES &amp; OPERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodial Worker I</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>1.00</td>
</tr>
<tr>
<td>26,456</td>
</tr>
<tr>
<td>22,501</td>
</tr>
<tr>
<td>48,957</td>
</tr>
</tbody>
</table>

#### RISK MANAGEMENT

<table>
<thead>
<tr>
<th>Special Police Officer I</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
</tr>
<tr>
<td>33,100</td>
</tr>
<tr>
<td>19,256</td>
</tr>
<tr>
<td>52,356</td>
</tr>
</tbody>
</table>

#### PROCUREMENT

**PROPERTY OPERATIONS**

<table>
<thead>
<tr>
<th>Procurement Agent II (Unfunded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Management Assistant II</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
</tr>
<tr>
<td>95,000</td>
</tr>
<tr>
<td>36,531</td>
</tr>
<tr>
<td>131,531</td>
</tr>
</tbody>
</table>

**PROPERTY MANAGEMENT**

<table>
<thead>
<tr>
<th>Procurement Agent III</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>(53,254)</td>
</tr>
<tr>
<td>(28,624)</td>
</tr>
<tr>
<td>(81,878)</td>
</tr>
</tbody>
</table>

#### TREASURY

**BUREAU OF ACCOUNTING**

<table>
<thead>
<tr>
<th>Accountant II (Unfunded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accounting Clerk II (Unfunded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

**BUREAU OF REVENUE COLLECTIONS**

<table>
<thead>
<tr>
<th>Accounting Clerk I (Unfunded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accounting Clerk II</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>(34,424)</td>
</tr>
<tr>
<td>(23,294)</td>
</tr>
<tr>
<td>(57,718)</td>
</tr>
</tbody>
</table>

#### PLANNING & ZONING

**CURRENT PLANNING**

<table>
<thead>
<tr>
<th>Planning Assistant I (Unfunded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

#### HUMAN RESOURCES

<table>
<thead>
<tr>
<th>Clerk Typist</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>(34,595)</td>
</tr>
<tr>
<td>(11,995)</td>
</tr>
<tr>
<td>(46,590)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
</tr>
<tr>
<td>(39,900)</td>
</tr>
<tr>
<td>(25,060)</td>
</tr>
<tr>
<td>(64,960)</td>
</tr>
</tbody>
</table>

#### SHERIFF’S OFFICE

**CORRECTIONAL SERVICES**

<table>
<thead>
<tr>
<th>Officer, Recruit  (Funded for 1/2 year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.00</td>
</tr>
<tr>
<td>203,630</td>
</tr>
<tr>
<td>180,735</td>
</tr>
<tr>
<td>384,365</td>
</tr>
<tr>
<td>Department</td>
</tr>
<tr>
<td>------------------------------------</td>
</tr>
<tr>
<td>EMERGENCY SERVICES</td>
</tr>
<tr>
<td>ADMINISTRATION</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>SPECIAL OPERATIONS &amp; SUPPORT SERVICES</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>INSPECTIONS, LICENSES AND PERMITS</td>
</tr>
<tr>
<td>BUILDING SERVICES</td>
</tr>
<tr>
<td>COUNTY COUNCIL</td>
</tr>
<tr>
<td>COUNCIL OFFICE</td>
</tr>
<tr>
<td>STATE'S ATTORNEY</td>
</tr>
<tr>
<td>STATE'S ATTORNEY'S OFFICE</td>
</tr>
<tr>
<td>PARKS &amp; RECREATION</td>
</tr>
<tr>
<td>PARKS &amp; FACILITIES</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NET FULL-TIME POSITIONS</td>
</tr>
</tbody>
</table>
GENERAL FUND

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3,384)</td>
<td>(3,384)</td>
<td>(0.75)</td>
</tr>
</tbody>
</table>

Net Part-Time positions being abolished and created for FY 14:

<table>
<thead>
<tr>
<th>PART TIME POSITIONS</th>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMINISTRATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FACILITIES &amp; OPERATIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial Worker I</td>
<td>(0.75)</td>
<td>(19,079)</td>
<td>(21,788)</td>
<td>(40,867)</td>
</tr>
<tr>
<td>TREASURY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUREAU OF REVENUE COLLECTIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting II</td>
<td>0.50</td>
<td>17,212</td>
<td>20,271</td>
<td>37,483</td>
</tr>
<tr>
<td>PARKS &amp; RECREATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PARKS &amp; FACILITIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial Worker II (Unfunded)</td>
<td>(0.50)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

| NET PART-TIME POSITIONS | (0.75) | (1,867) | (1,517) | (3,384) |
### GENERAL FUND

#### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>105,867</td>
<td>105,867</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Net Full-Time positions transferred between departments of the General Fund for FY 14:

<table>
<thead>
<tr>
<th>FULL TIME POSITIONS</th>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>TREASURY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUREAU OF ACCOUNTING</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>0.00</td>
<td>1,039</td>
<td>11,734</td>
<td>12,773</td>
</tr>
<tr>
<td>HOUSING</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>1.00</td>
<td>34,967</td>
<td>11,898</td>
<td>46,865</td>
</tr>
<tr>
<td>INFORMATION &amp; COMMUNICATION TECHNOLOGY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer system Engineer I</td>
<td>2.00</td>
<td>99,931</td>
<td>41,674</td>
<td>141,605</td>
</tr>
<tr>
<td>EMERGENCY SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPECIAL OPERATIONS &amp; SUPPORT SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer System Engineer I</td>
<td>(2.00)</td>
<td>(99,931)</td>
<td>(40,857)</td>
<td>(140,788)</td>
</tr>
<tr>
<td>COUNTY COUNCIL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COUNCIL OFFICE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Council Administrator</td>
<td>(1.00)</td>
<td>(69,637)</td>
<td>(27,318)</td>
<td>(96,955)</td>
</tr>
<tr>
<td>BOARD OF APPEALS AND REZONING</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>69,637</td>
<td>29,483</td>
<td>99,120</td>
</tr>
</tbody>
</table>

The Sheriff's Office transferred positions between divisions resulting in a net change in that department for various reasons: health benefit changes, an employee might be entitled to a time in grade promotion at the time of transfer, the position might be reclassified, etc.

<table>
<thead>
<tr>
<th>SHERIFF'S OFFICE</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.00</td>
<td>(35,132)</td>
<td>78,379</td>
<td>43,247</td>
</tr>
</tbody>
</table>

| NET FULL TIME POSITIONS TRANSFERRED | 1.00 | 874 | 104,993 | 105,867 |
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>(6,847)</td>
<td>(6,847)</td>
</tr>
</tbody>
</table>

Net Part-Time positions transferred between departments of the General Fund for FY 14:

<table>
<thead>
<tr>
<th>PART-TIME POSITIONS</th>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNITY SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Community Services</td>
<td>1.00</td>
<td>53,292</td>
<td>21,106</td>
<td>74,398</td>
</tr>
<tr>
<td>Cultural Arts Board Coordinator</td>
<td>(1.00)</td>
<td>(53,292)</td>
<td>(27,953)</td>
<td>(81,245)</td>
</tr>
<tr>
<td>COUNTY COUNCIL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture Arts Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Arts Board Coordinator</td>
<td>(1.00)</td>
<td>(53,292)</td>
<td>(27,953)</td>
<td>(81,245)</td>
</tr>
</tbody>
</table>

NET Part-Time positions transferred 0.00 0 (6,847) (6,847)

o 3,208,973 3,208,973 FY 13 Merit Increase of 4% for eligible county government employees; Sheriff's Office employees received a 4% COLA

o 622,674 622,674 Salary Adjustments based on the recommendations of the Department of Human Resources and time/grade promotions for Sheriff's Office employees

o (932,272) (932,272) Staff Turnover (1.42%)

o (432,067) (432,067) Salary Offset - is the result of a reduction of lump sum funds provided in FY 13 for new Sr. Deputy Classification in the Sheriff's Office @ ($382,690); and Emergency Services - salary offset from Exelon and Emergency Management Performance grants @ ($49,377);

o 2,743,701 2,620,634 (123,067) Temporary Salaries decrease is mainly the result of:

Administration (36,400) eliminated funding for temporary security guard
Treasury (13,750) eliminated funding for seasonal temporary accounting clerks
Community Services 61,885 increase for Juvenile Drug Court Administrative Specialist @ $32,816; a Human Relations Administrative Specialist @ 39,069 offset by a decrease in funding for bus drivers ($10,000)
County Council (245,000) eliminated funds for seven Legislative Aides @ ($245,000) became full-time permanent positions
Sheriff's Office 21,632 increase based on actual expense history
Emergency Services 87,500 additional funds of $37,500 provided for TRT technicians and increase for Hazmat technicians based on actual expense history @ $50,000
Elections (310) decrease based on actual expense history
Public Works (6,590) previously expensed under the Noxious Weed Grant
Human Resources 50,000 provides staffing from the Commission on Disabilities
Parks and Recreation (42,034) decrease based on actual expense history

(123,067)
## GENERAL FUND

### Financial Notes:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,884,893</td>
<td>14,841,240</td>
<td>(43,653)</td>
</tr>
</tbody>
</table>

#### Health Benefit Cost:

- **FY 13**: 14,729,493
- **FY 14**: 14,684,040
- **Change**: (45,453)

Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage.

#### Supplemental Benefits:

- **Total Change in Health Benefits Costs**: 14,884,893
- **Total Change in Health Benefits Costs**: 14,841,240
- **Change**: (43,653)

#### Overtime and Shift Differential:

- **adjusted based on actual expense history**: 390,492

#### Pension/Retirement Adjustments:

- **State Retirement System**: 27,849
- **State Pension System**: 3,596,343
- **Temporary Pension**: 227,499
- **Volunteer Fire's Length of Service Awards Program (LOSAP)**: 1,970,503
- **Sheriff's Office Pension System**: 2,311,725
- **LEOPS - Sheriff**: 5,348,821

**Total Pension/Retirement Adjustments**: 13,482,740

#### Other Professional Services:

- **Administration - Risk software and NMARC Scanning transferred to ICT @ ($44,878)**
- **Treasury - tax bill preparation ($2,700) no longer allocated here and Weighmaster Support Plan ($2,150)**
- **Community Services - technology related contract funds reallocated to ICT @ ($22,367)**
- **Information and Communication Technology - increase for network/server & consulting @ $150,000 for firehouses; records management system contract @ $80,000 and $20,000 for NMARC scanning services**
- **Sheriff's Office - increase for CJIS fingerprint fees (mandated) @ $31,320; I'm Still Standing Community Corporation an inmate program @ $36,000; and tipping fees @ $1,090**
- **Emergency Operations - increased for consulting services; headset repairs and Sheriff's Office academy training**
- **DPW - based on actual expense history for monthly lab samples; Maryland Environmental Svcs contract and gypsy moth contract**
- **County Council - increase per County Council's request based on actual expense history**
- **Judicial - increase due to contractual evaluator, mediator and an accounting clerk**
- **Elections - increase for voting equipment deliveries for Early Voting (previously one site now three sites)**
- **Parks & Recreation - decrease primarily result of a contractual development manager no longer needed for the Graham property**
- **Economic Development - decrease based on actual expense history**

**Total Other Professional Services**: 202,550
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,374,493</td>
<td>2,443,558</td>
<td>69,065</td>
</tr>
<tr>
<td>276,416</td>
<td>310,300</td>
<td>33,884</td>
</tr>
<tr>
<td>2,677,762</td>
<td>3,059,034</td>
<td>381,272</td>
</tr>
<tr>
<td>2,090,088</td>
<td>2,055,797</td>
<td>(34,291)</td>
</tr>
<tr>
<td>425,370</td>
<td>376,755</td>
<td>(48,615)</td>
</tr>
<tr>
<td>300,880</td>
<td>360,000</td>
<td>59,120</td>
</tr>
<tr>
<td>502,289</td>
<td>147,865</td>
<td>(354,424)</td>
</tr>
<tr>
<td>1,813,356</td>
<td>2,019,316</td>
<td>205,960</td>
</tr>
<tr>
<td>1,642,777</td>
<td>2,411,274</td>
<td>768,497</td>
</tr>
<tr>
<td>3,619,015</td>
<td>3,445,787</td>
<td>(173,228)</td>
</tr>
</tbody>
</table>

- **Electricity** - increase based on actual expense history primarily for the Sheriff's Office @ $78,165 offset by adjustments in the amount of ($9,100) various other county owned facilities.
- **Water & Sewer** - increase based on actual expense history primarily for the Sheriff's Office @ $39,484 and remaining adjustments decreased ($5,600) for various other county owned facilities.
- **Retirees Insurance** - funds are provided for the County's share of retiree's health and dental insurance. To differentiate Retiree's health benefit costs from current employee's Other Post Employment Benefits (OPEB) liability, we have appropriated funds separately from any OPEB funding. The costs for Retirees Insurance increased this year based on actuarial assessment.
- **Other Insurance** - funds provide for Auto and General Liability, and Property Damage insurance decrease ($109,491) per actuarial. Workers' Compensation insurance for the Volunteer Fire Companies is also allocated here and increases $75,000 for FY 14.
- **Management Services** - decrease is the result of reduction in Elections due to the County's share for implementation of Statewide Voting System as estimated by State Board of Elections ($20,000); funding in the amount of $14,700 is moved from Management Services in Treasury's budget to Data Processing Software Maintenance in ICT; funds for outsourcing professional services within the County Executive's budget reduced based on actual expense history ($15,000); and the Sheriff's Office funds for random drug screening increase based on actual expense $1,085.
- **Election Officials** - increase based on actual expense history and an increase in Early Voting sites from one to three.
- **Financial/Audit** - funds provide in Treasury for licensing fee for Financial & CYBORG systems moved to Data Software Maintenance in ICT ($359,670); and County Council increased $5,246 per their request.
- **Communication Service** - increase mainly due to the Motorola contract for Emergency Operations @ $204,500
- **Data Hardware and Software Maintenance** - increase the result of consolidating all costs related to licensing, maintenance, and upgrades of data software and hardware from other general fund departments/agencies to the Department of Information and Communication Technology.
- **Unemployment Insurance**
- **Telephone Service**
- **Legal Notice**
- **Legal Services**
- **County Facility Repair & Renovation**
- **Operating Equipment**
- **Grounds Maintenance**
- **Building/Custodial Services**
- **Other Service & Maintenance Contracts**

The following contractual services line items are adjusted based on actual expense history:
## GENERAL FUND

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>226,400</td>
<td>126,900</td>
<td>(99,500)</td>
</tr>
</tbody>
</table>

- Landscape and Grounds Material - decrease in Parks & Recreation for Cedar Lane Park ($100,000) reallocated to cover Carsins Run fields lease; Administration ($1,000) and Public Works ($500) based on actual expense history

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>156,475</td>
<td>116,445</td>
<td>(40,030)</td>
</tr>
</tbody>
</table>

- Building Supplies - decrease primarily result of reallocating ($25,000) Carsins Run fields lease; and remaining adjustments in Parks & Recreation; Sheriff's Office and DPW based on actual expense history

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,425,436</td>
<td>1,489,604</td>
<td>64,168</td>
</tr>
</tbody>
</table>

The following materials and supplies line items are adjusted based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>295,767</td>
<td>313,852</td>
<td>18,085</td>
</tr>
<tr>
<td>52,339</td>
<td>57,479</td>
<td>5,140</td>
</tr>
<tr>
<td>518,841</td>
<td>528,073</td>
<td>9,232</td>
</tr>
<tr>
<td>98,675</td>
<td>104,235</td>
<td>5,560</td>
</tr>
<tr>
<td>179,775</td>
<td>191,400</td>
<td>11,625</td>
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<tr>
<td>12,975</td>
<td>16,908</td>
<td>3,933</td>
</tr>
<tr>
<td>267,064</td>
<td>277,657</td>
<td>10,593</td>
</tr>
</tbody>
</table>

1,425,436 | 1,489,604 | 64,168

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,587,810</td>
<td>1,626,715</td>
<td>38,905</td>
</tr>
</tbody>
</table>

Fuel Charges - increase based on actual expense history primarily for the Sheriff's Office, Public Works and Emergency Services

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>62,648</td>
<td>69,534</td>
<td>6,886</td>
</tr>
<tr>
<td>268,200</td>
<td>276,578</td>
<td>8,378</td>
</tr>
<tr>
<td>38,100</td>
<td>48,350</td>
<td>10,250</td>
</tr>
<tr>
<td>50,170</td>
<td>57,580</td>
<td>7,410</td>
</tr>
<tr>
<td>67,795</td>
<td>76,200</td>
<td>8,405</td>
</tr>
<tr>
<td>88,345</td>
<td>107,670</td>
<td>19,325</td>
</tr>
<tr>
<td>89,779</td>
<td>98,128</td>
<td>8,349</td>
</tr>
<tr>
<td>137,339</td>
<td>167,960</td>
<td>30,621</td>
</tr>
</tbody>
</table>

802,376 | 902,000 | 99,624

The following business and travel line items are adjusted based actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>62,648</td>
<td>69,534</td>
<td>6,886</td>
</tr>
<tr>
<td>268,200</td>
<td>276,578</td>
<td>8,378</td>
</tr>
<tr>
<td>38,100</td>
<td>48,350</td>
<td>10,250</td>
</tr>
<tr>
<td>50,170</td>
<td>57,580</td>
<td>7,410</td>
</tr>
<tr>
<td>67,795</td>
<td>76,200</td>
<td>8,405</td>
</tr>
<tr>
<td>88,345</td>
<td>107,670</td>
<td>19,325</td>
</tr>
<tr>
<td>89,779</td>
<td>98,128</td>
<td>8,349</td>
</tr>
<tr>
<td>137,339</td>
<td>167,960</td>
<td>30,621</td>
</tr>
</tbody>
</table>

802,376 | 902,000 | 99,624
**GENERAL FUND**

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>192,239</td>
<td>273,084</td>
<td>80,845</td>
</tr>
</tbody>
</table>

Equipment - increases in FY 14 primarily due to police car packages for 30 replacement vehicles for the Sheriff's Office; funding provides for the following:

- 13,691 Audio Visual Supplies for Harford Cable Network
- 19,907 Computer Equipment (iPads) for Planning & Zoning and Inspections, Licenses and Permits
- 5,700 Optical Scanning Equipment - 6 scanners for new land management, permit and licensing system
- 24,000 Voting System Equipment
- 47,500 Furniture, Generator and Food Heating Cart for the Inmate Welfare fund
- 137,550 Police Car Packages - for 30 police vehicles (replacements)
- 15,000 Replacement pumps required annually for Scarboro Remediation and Post Closure
- 9,736 Various equipment for the County Council Office

**Principal and Interest Payments on existing debt, and new debt to be issued in accordance with the Approved FY 14 Capital Budget:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>28,872,951</td>
<td>1,049,006</td>
</tr>
<tr>
<td>Interest</td>
<td>19,061,881</td>
<td>11,381</td>
</tr>
</tbody>
</table>

**Principal and Interest payments on prior Lease Finance projects:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 County Lease</td>
<td>715,786</td>
<td>715,786</td>
</tr>
<tr>
<td>Principal</td>
<td>699,373</td>
<td>21,327</td>
</tr>
<tr>
<td>Interest</td>
<td>16,413</td>
<td>(21,327)</td>
</tr>
</tbody>
</table>

151
## GENERAL FUND

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Miscellaneous</td>
<td></td>
</tr>
<tr>
<td>292,370,432</td>
<td>293,517,368</td>
<td>1,146,936</td>
</tr>
<tr>
<td>County Executive</td>
<td>Community Grants for cultural organizations, crime prevention and school beautification and for emerging technology benefiting the agricultural community; increase of $50,880 is a contribution to Highlands Common for Office on Aging and Harford Center rent</td>
<td>492,900</td>
</tr>
<tr>
<td>Board of Education</td>
<td>Maintenance of Effort is $1,952,485 over required amount; an additional $1,479,361 is provided for the State mandated contribution for teacher's pension</td>
<td>219,821,368</td>
</tr>
<tr>
<td>Harford Community College</td>
<td>no increase in Harford Community College funding for FY 14</td>
<td>14,961,612</td>
</tr>
<tr>
<td>Libraries</td>
<td>increase of $420,042 for FY 13 merit increase of 4%; additional $30,000 to provide Sunday hours for Jarrettsville Branch; and an additional $75,000 provided for materials/books</td>
<td>15,612,147</td>
</tr>
<tr>
<td>Maryland School for the Blind</td>
<td>State law mandating County's share of tuition</td>
<td>80,000</td>
</tr>
<tr>
<td>Harford Center</td>
<td>no increase in appropriation for FY 14</td>
<td>553,036</td>
</tr>
<tr>
<td>ARC Northern Chesapeake</td>
<td>no increase in appropriation for FY 14</td>
<td>1,745,694</td>
</tr>
<tr>
<td>Humane Society</td>
<td>increase of $100,000 to help offset increased operational expenses</td>
<td>550,000</td>
</tr>
</tbody>
</table>
## GENERAL FUND

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volunteer Fire Companies</strong></td>
<td>6,384,642</td>
<td>6,274,642</td>
<td>(110,000)</td>
</tr>
<tr>
<td>no increase in appropriation for FY 14 due to the state of the economy - funds for TRT equipment reallocated to a capital project under Department of Emergency Services @ $110,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td>3,998,777</td>
<td>3,998,777</td>
<td>0</td>
</tr>
<tr>
<td>funds provided for County share of Health Dept</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Elections</strong></td>
<td>599,600</td>
<td>599,600</td>
<td>0</td>
</tr>
<tr>
<td>no increase in appropriation for FY 14 for funds for reimbursement of Election employees salary/benefit costs to the State of Maryland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pro Rata Shares</strong></td>
<td>10,058</td>
<td>10,218</td>
<td>160</td>
</tr>
<tr>
<td>General funded Public Works activities' share of the Public Works Director's Office Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Paygo</strong></td>
<td>17,752,225</td>
<td>16,501,062</td>
<td>(1,251,163)</td>
</tr>
<tr>
<td>per the Approved FY 14 Capital Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Appropriation to Towns</strong></td>
<td>3,339,695</td>
<td>3,554,158</td>
<td>214,463</td>
</tr>
<tr>
<td>Police Aid pass thru to municipalities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Appropriation to State</strong></td>
<td>1,640,000</td>
<td>1,040,000</td>
<td>(600,000)</td>
</tr>
<tr>
<td>funds are appropriated to the State for administrative costs for the County's Homeowners Tax Credit @ $40,000 and $1,000,000 for the County's share of the Harford County State Department of Assessment and Taxation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Various</strong></td>
<td>4,828,678</td>
<td>5,566,871</td>
<td>738,193</td>
</tr>
<tr>
<td>Includes: a contingency reserve; mandated reserves; and numerous grants and contributions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

292,370,432 293,517,368 1,146,936
SOLID WASTE SERVICES
<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OTHER:</strong></td>
<td>15%</td>
<td>2,246,770</td>
</tr>
<tr>
<td>Support from General Fund</td>
<td></td>
<td>2,240,870</td>
</tr>
<tr>
<td>Investment Income</td>
<td></td>
<td>5,900</td>
</tr>
<tr>
<td><strong>SERVICE CHARGES:</strong></td>
<td>6%</td>
<td>830,300</td>
</tr>
<tr>
<td>Charges for Service</td>
<td></td>
<td>823,750</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td></td>
<td>6,550</td>
</tr>
<tr>
<td><strong>LANDFILL TIPPING FEE</strong></td>
<td>22%</td>
<td>3,300,000</td>
</tr>
<tr>
<td><strong>WASTE TO ENERGY:</strong></td>
<td>57%</td>
<td>8,420,900</td>
</tr>
</tbody>
</table>

**TOTAL SOLID WASTE SERVICES REVENUES**: 14,797,970
SOLID WASTE SERVICES REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $14,797,970

- Landfill Tipping Fee
  - $3,300,000
  - 22%

- Services Charges
  - $830,300
  - 6%

- Other
  - $2,246,770
  - 15%

- Waste to Energy
  - $8,420,900
  - 57%
<table>
<thead>
<tr>
<th></th>
<th>FY 14 Approved Solid Waste Services Appropriations Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Works:</strong></td>
<td>89% 13,128,675</td>
</tr>
<tr>
<td>Bureau of Solid Waste Management</td>
<td>3,801,862</td>
</tr>
<tr>
<td>Waste to Energy</td>
<td>9,326,813</td>
</tr>
<tr>
<td>Debt Service</td>
<td>11% 1,669,295</td>
</tr>
</tbody>
</table>

**Total Solid Waste Services Appropriations:** 14,797,970
SOLID WASTE SERVICES
APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $14,797,970

Debt Service
$1,669,295
11%

Public Works - Solid Waste
$13,128,675
89%
SOLID WASTE SERVICES

ORIGIN/PURPOSE:

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

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

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

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

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

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

### FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUMMARY BY CHARACTER:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,556,208</td>
<td>2,673,710</td>
<td>2,487,309</td>
<td>2,556,647</td>
<td>2,556,647</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>8,645,321</td>
<td>8,879,151</td>
<td>9,581,296</td>
<td>10,031,713</td>
<td>10,031,713</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>87,841</td>
<td>178,219</td>
<td>135,450</td>
<td>148,850</td>
<td>148,850</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>306,310</td>
<td>401,260</td>
<td>272,615</td>
<td>390,465</td>
<td>390,465</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>690</td>
<td>612</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>60 DEBT SERVICE</td>
<td>2,579,616</td>
<td>2,547,066</td>
<td>2,117,965</td>
<td>1,669,295</td>
<td>1,669,295</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>131,369</td>
<td>846</td>
<td>0</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>14,307,355</td>
<td>14,680,864</td>
<td>14,594,635</td>
<td>14,797,970</td>
<td>14,797,970</td>
</tr>
</tbody>
</table>

| **SUMMARY BY DEPARTMENT:** |               |               |                       |                          |               |
| 30 PUBLIC WORKS        | 11,727,739    | 12,133,798    | 12,476,670            | 13,128,675               | 13,128,675    |
| 66 DEBT SERVICE        | 2,579,616     | 2,547,066     | 2,117,965             | 1,669,295                | 1,669,295     |
| **GRAND TOTAL**        | 14,307,355    | 14,680,864    | 14,594,635            | 14,797,970               | 14,797,970    |

| **SUMMARY BY REVENUE SOURCE:** |               |               |                       |                          |               |
| LICENSES & PERMITS     | 7,395         | 6,550         | 7,400                 | 6,550                    | 6,550         |
| MISCELLANEOUS SERVICE FEES | 1,675,762     | 1,329,232     | 806,800               | 823,750                  | 823,750       |
| MISCELLANEOUS REVENUES | 0             | 155,518       | 0                     | 0                        | 0             |
| LANDFILL TIPPING FEE   | 144,075       | 2,839,823     | 2,025,500             | 3,300,000                | 3,300,000     |
| WASTE TO ENERGY PLANT  | 9,319,774     | 9,006,799     | 9,733,800             | 8,420,900                | 8,420,900     |
| INVESTMENT INCOME      | 6,401         | 22,345        | 6,300                 | 5,900                    | 5,900         |
| INTRA-COUNTY           | 0             | 0             | 2,014,835             | 2,240,870                | 2,240,870     |
| **GRAND TOTAL**        | 11,153,407    | 13,360,267    | 14,594,635            | 14,797,970               | 14,797,970    |
### SOLID WASTE SERVICES

#### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 14 Approved Budget</th>
<th>$14,797,970</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Approved Budget</td>
<td>$14,594,635</td>
</tr>
<tr>
<td>$ growth</td>
<td>$203,335</td>
</tr>
<tr>
<td>% increase</td>
<td>1.39%</td>
</tr>
</tbody>
</table>

The $203,335 net increase in Solid Waste Services revenue is projected to result from:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,733,800</td>
<td>8,420,900</td>
<td>(1,312,900)</td>
</tr>
</tbody>
</table>

Waste to Energy Plant Revenues (WTE) are generated from:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>WTE Tipping Fee</td>
<td>5,481,000</td>
<td>4,450,000</td>
<td>(1,031,000)</td>
</tr>
<tr>
<td>Credit Town of Bel Air</td>
<td>(291,200)</td>
<td>(280,400)</td>
<td>10,800</td>
</tr>
<tr>
<td>Steam Sales</td>
<td>3,500,000</td>
<td>3,500,000</td>
<td>0</td>
</tr>
<tr>
<td>Recovered Materials</td>
<td>24,300</td>
<td>26,300</td>
<td>2,000</td>
</tr>
<tr>
<td>Handling Permitted Material</td>
<td>539,700</td>
<td>350,000</td>
<td>(189,700)</td>
</tr>
<tr>
<td>Tire Disposal</td>
<td>480,000</td>
<td>375,000</td>
<td>(105,000)</td>
</tr>
</tbody>
</table>

WTE Disposal Fee - FY 14 projected disposal fees were based on the combination of early FY 13 actual results, and FY 12 actual revenues. The overall tipping tonnage for both Waste to Energy (WTE) and landfill was consistent but was trending towards a shift in lower WTE tipping, and higher landfill tipping fees. See offsetting expected increase in projected landfill tipping fee 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. By contract the steam revenue for Fiscal Year 14 remains unchanged at $3.5 million.
FINANCIAL NOTES:

Waste to Energy Plant Revenue Trend

Fiscal Year

FY 11 Audited
9,319,774

FY 12 Audited
9,006,799

FY 13 Estimated
9,733,800

FY 14 Estimated
8,420,900

Millions
## Financial Notes:

### FY 13 FY 14 Change

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harford Waste Disposal Center Revenues</td>
<td>2,832,300</td>
<td>4,123,750</td>
<td>1,291,450</td>
</tr>
</tbody>
</table>

- **Solid Waste Disposal Fee**: 2,030,000 to 3,300,000 (1,270,000 increase)
- **Credit Town of Bel Air**: (4,500) to 0 (4,500 increase)
- **Miscellaneous Service Fees**:
  - **Household Waste**: 464,000 to 455,400 (8,600 decrease)
  - **Recycling**: 234,200 to 242,700 (8,500 increase)
  - **Sale of Compost/Mulch**: 107,200 to 124,500 (17,300 increase)
  - **Tire Disposal**: 1,400 to 1,150 (250 decrease)

### Other Miscellaneous Revenues:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licenses &amp; Permits for Refuse Licenses</td>
<td>7,400</td>
<td>6,550</td>
<td>(850)</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>6,100</td>
<td>0</td>
</tr>
<tr>
<td>Over and Short</td>
<td>(300)</td>
<td>(300)</td>
<td>0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>500</td>
<td>100</td>
<td>(400)</td>
</tr>
</tbody>
</table>

### General Fund Support:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,014,835</td>
<td>2,240,870</td>
<td>226,035</td>
<td></td>
</tr>
</tbody>
</table>

Solid Waste Disposal Fee - FY 14 projected disposal fees were based on combination of early FY 13 actual results, and FY 12 actual revenues. The overall tipping tonnage for both Waste to Energy (WTE) and landfill was consistent but was trending towards a shift in lower WTE tipping, and higher landfill tipping fees. See offsetting expected decrease in WTE tipping fee revenue.

Other Miscellaneous Revenues - Miscellaneous revenue estimates were projected based on actual receipt history.

General Fund Support - 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 13 this resulted in the need of support with General Fund revenues amounting to $2,014,835. For FY 14 the General Fund support increased to $2,240,870 necessitated by a drop in the waste tonnage. 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.
FINANCIAL NOTES:
The $203,335 net increase in Solid Waste Services expense is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63,869</td>
<td>63,869</td>
</tr>
<tr>
<td>o</td>
<td>1,533,649</td>
<td>1,512,745</td>
</tr>
<tr>
<td>o</td>
<td>(35,311)</td>
<td>(35,311)</td>
</tr>
</tbody>
</table>

- the FY 13 Merit increase of 4% for eligible staff
- Full-time Salaries:
  - Salary adjustments based on the recommendations of the Department of Human Resources
  - (22,435) Staff Turnover (1.46%) (20,904)
- Position abolished in FY 14:
  - # of Positions | Salary | Fringe | Total
  - (1.00) | (23,700) | (11,611) | (35,311)
  - (Weightmaster Attendant Trainee)
- Pension/Retirement rate adjustments per Treasury's estimates
- Workers' Compensation rate adjustments per Treasury's estimates
- Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage
- PEHP (Post Employment Health Plan)
- FICA adjustment
- Office Equipment - increase based on five (5) shared copier contracts
- Vehicle & Operating Equipment - increase to cover rentals of special heavy equipment used in operation per Fleet Manager
- Water & Sewer - decrease due to leachate patterns
- Management Services - Town of Bel Air rubble disposal, increase in fee at disposal site
- County Facilities Repair & Renovation - funding will provide for new carpet, exterior painting, roof repairs, water system tank replacements, and enclosure over wash bay area as a result of permit compliance requirements
- Security Systems - camera maintenance at Harford Waste Disposal Center (HWDC) sites
SOLID WASTE SERVICES

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazardous Waste Disposal</td>
<td>10,000</td>
<td>12,000</td>
<td>2,000</td>
<td>includes florescent bulb disposal</td>
</tr>
<tr>
<td>Groundwater &amp; Leachate Testing</td>
<td>25,000</td>
<td>22,000</td>
<td>(3,000)</td>
<td>based on current expenses</td>
</tr>
<tr>
<td>Leachate Hauling</td>
<td>214,500</td>
<td>214,500</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Scale Maintenance</td>
<td>7,000</td>
<td>6,000</td>
<td>(1,000)</td>
<td>based on current expenses</td>
</tr>
<tr>
<td>Parts Cleaner Service</td>
<td>2,600</td>
<td>2,900</td>
<td>300</td>
<td>based on current expenses</td>
</tr>
<tr>
<td>Surveying</td>
<td>7,000</td>
<td>4,500</td>
<td>(2,500)</td>
<td>aerial topography for MDE report</td>
</tr>
<tr>
<td>Stone Hauling</td>
<td>19,500</td>
<td>30,000</td>
<td>10,500</td>
<td>based on current expenses</td>
</tr>
<tr>
<td>Fire Extinguisher</td>
<td>1,400</td>
<td>1,250</td>
<td>(150)</td>
<td>based on current expenses</td>
</tr>
<tr>
<td>Screening Soil Service</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Florescent Bulb Disposal</td>
<td>9,600</td>
<td>0</td>
<td>(9,600)</td>
<td>funding now under hazardous waste</td>
</tr>
<tr>
<td>Welding Services</td>
<td>50,000</td>
<td>49,500</td>
<td>(500)</td>
<td>contract for homeowner bin welding</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>366,600</td>
<td>362,650</td>
<td>(3,950)</td>
<td></td>
</tr>
</tbody>
</table>

Other Professional Services provides for the following:

- Hazardous Waste Disposal: includes florescent bulb disposal
- Groundwater & Leachate Testing: based on current expenses
- Leachate Hauling: includes florescent bulb disposal
- Scale Maintenance: based on current expenses
- Parts Cleaner Service: based on current expenses
- Surveying: aerial topography for MDE report
- Stone Hauling: based on current expenses
- Fire Extinguisher: based on current expenses
- Screening Soil Service: includes florescent bulb disposal
- Florescent Bulb Disposal: funding now under hazardous waste
- Welding Services: contract for homeowner bin welding

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone Service</td>
<td>22,000</td>
<td>18,000</td>
<td>(4,000)</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Operating Equipment</td>
<td>35,000</td>
<td>25,000</td>
<td>(10,000)</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Grounds Maintenance</td>
<td>90,300</td>
<td>70,000</td>
<td>(20,300)</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Building/Custodial Services</td>
<td>15,000</td>
<td>12,000</td>
<td>(3,000)</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Equipment Repair Parts</td>
<td>40,000</td>
<td>50,000</td>
<td>10,000</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Small Tools</td>
<td>500</td>
<td>2,000</td>
<td>1,500</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Oil &amp; Lubricants</td>
<td>100</td>
<td>1,500</td>
<td>1,400</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>County Owned Vehicles</td>
<td>60,000</td>
<td>63,000</td>
<td>3,000</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>160,000</td>
<td>250,000</td>
<td>90,000</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Non-Targeted Charges - FVS</td>
<td>50,000</td>
<td>75,000</td>
<td>25,000</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td>Fleet Daily Carpool Rentals</td>
<td>0</td>
<td>1,000</td>
<td>1,000</td>
<td>based on actual expense history</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>472,900</td>
<td>567,500</td>
<td>94,600</td>
<td>based on actual expense history</td>
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</table>

Debt Service - Cost of Issuance

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>100,000</td>
<td>100,000</td>
<td>0</td>
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</table>

166
%FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Services:</td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>419,667</td>
</tr>
<tr>
<td>Waste-to-Energy Plant</td>
<td>8,682,146</td>
<td>9,095,063</td>
<td>412,917</td>
</tr>
<tr>
<td>Other</td>
<td>225,000</td>
<td>231,750</td>
<td>6,750</td>
</tr>
<tr>
<td></td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>419,667</td>
</tr>
</tbody>
</table>

The increase for the Waste-to-Energy (WTE) Plant contract is the net result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract</td>
<td>3,120,460</td>
<td>3,204,074</td>
<td>83,614</td>
</tr>
<tr>
<td>Change</td>
<td>Labor Component</td>
<td>Materials Component</td>
<td></td>
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<tr>
<td>Other Pass-Through Costs</td>
<td>225,000</td>
<td>231,750</td>
<td>6,750</td>
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<tr>
<td></td>
<td>Ash Disposal (Paid by County)</td>
<td>Insurance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>383,000</td>
<td>420,000</td>
<td>37,000</td>
</tr>
<tr>
<td></td>
<td>Utilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>951,500</td>
<td>926,545</td>
<td>(24,955)</td>
</tr>
<tr>
<td></td>
<td>Legal/Engineering Fees &amp; Contingency</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>25,000</td>
<td>25,750</td>
<td>750</td>
</tr>
<tr>
<td></td>
<td>Administrative Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>245,099</td>
<td>248,747</td>
<td>3,648</td>
</tr>
<tr>
<td></td>
<td>Management Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>413,207</td>
<td>419,349</td>
<td>6,142</td>
</tr>
<tr>
<td></td>
<td>Capital Expenditures</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>487,000</td>
<td>685,000</td>
<td>198,000</td>
</tr>
<tr>
<td></td>
<td>Annual Incentives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>220,000</td>
<td>143,600</td>
<td>(76,400)</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>503,350</td>
<td>609,857</td>
<td>106,507</td>
</tr>
</tbody>
</table>
### Financial Notes:

#### FY 13 FY 14 CHANGE

1. **Principal payments for the Waste-to-Energy Plant:**
   
<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste to Energy Lease 2007</td>
<td>414,370</td>
<td>0</td>
<td>(414,370)</td>
</tr>
<tr>
<td>Waste to Energy Retrofit</td>
<td>1,400,000</td>
<td>1,470,000</td>
<td>70,000</td>
</tr>
<tr>
<td></td>
<td><strong>1,814,370</strong></td>
<td><strong>1,470,000</strong></td>
<td><strong>(344,370)</strong></td>
</tr>
</tbody>
</table>

2. **Interest payments for the Waste-to-Energy Plant:**
   
<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste to Energy Lease 2007</td>
<td>52,920</td>
<td>22,120</td>
<td>(30,800)</td>
</tr>
<tr>
<td>Waste to Energy Retrofit</td>
<td>150,675</td>
<td>77,175</td>
<td>(73,500)</td>
</tr>
<tr>
<td></td>
<td><strong>203,595</strong></td>
<td><strong>99,295</strong></td>
<td><strong>(104,300)</strong></td>
</tr>
</tbody>
</table>
HIGHWAYS
## FY 14 APPROVED HIGHWAYS FUND REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Property Tax:</th>
<th>68%</th>
<th>33,714,028</th>
<th>Highways Users Tax</th>
<th>3%</th>
<th>1,344,855</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real &amp; Personal</td>
<td>34,197,455</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deductions</td>
<td>(483,427)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Miscellaneous:</th>
<th>17%</th>
<th>8,529,453</th>
<th>Service Charges</th>
<th>2%</th>
<th>980,500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro Rata</td>
<td>168,453</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Recovery</td>
<td>2,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>6,263,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pooled Interest Transfer-In</td>
<td>45,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>53,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>10%</th>
<th>4,833,655</th>
</tr>
</thead>
</table>

**Total Highways Fund Revenues** 49,402,491
HIGHWAYS FUND REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $49,402,491

- Property Tax: $33,714,028 (68%)
- Highways Users Tax: $1,344,855 (3%)
- Fund Balance: $4,833,655 (10%)
- Miscellaneous: $8,529,453 (17%)
- Service Charges: $980,500 (2%)
<table>
<thead>
<tr>
<th>FY 14 APPROVED HIGHWAYS FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPROPRIATIONS BREAKDOWN</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADMINISTRATION:</th>
<th>5%</th>
<th>2,386,358</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Matters</td>
<td>283,199</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>280,464</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>364,742</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>1,257,953</td>
<td></td>
</tr>
<tr>
<td>Contingency Reserve</td>
<td>200,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVISION OF HIGHWAYS:</th>
<th>50%</th>
<th>24,827,478</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureau of Highways Engineering</td>
<td>2,666,674</td>
<td></td>
</tr>
<tr>
<td>Bureau of Highways Maintenance</td>
<td>20,694,144</td>
<td></td>
</tr>
<tr>
<td>Snow Removal</td>
<td>1,466,660</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FLEET MANAGEMENT</th>
<th>17%</th>
<th>8,325,543</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DIVISION OF CONSTRUCTION MANAGEMENT:</th>
<th>7%</th>
<th>3,404,594</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureau of Capital Projects Management</td>
<td>721,778</td>
<td></td>
</tr>
<tr>
<td>Bureau of Construction Inspections</td>
<td>2,682,816</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEBT SERVICE</th>
<th>2%</th>
<th>977,756</th>
</tr>
</thead>
</table>

| PAYGO | 19% | 9,480,762 |

| TOTAL HIGHWAYS FUND APPROPRIATIONS | 49,402,491 |
HIGHWAYS FUND APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $49,402,491

- Division of Highways: $24,827,478 (50%)
- Administration: $2,386,358 (5%)
- Fleet Management: $8,325,543 (17%)
- Division of Construction Management: $3,404,594 (7%)
- Paygo: $9,480,762 (19%)
- Debt Service: $977,756 (2%)
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:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 PROPOSED</th>
<th>FY 14 ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,115,565</td>
<td>4,485,300</td>
<td>5,220,796</td>
<td>5,425,505</td>
<td>5,425,505</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>5,472,361</td>
<td>4,917,876</td>
<td>6,087,050</td>
<td>7,073,340</td>
<td>7,073,340</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>4,151,405</td>
<td>4,500,678</td>
<td>4,644,685</td>
<td>4,752,515</td>
<td>4,752,515</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>13,763</td>
<td>392,529</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>60 DEBT SERVICE</td>
<td>121,792</td>
<td>1,451,578</td>
<td>677,515</td>
<td>975,756</td>
<td>975,756</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>11,672,178</td>
<td>14,784,122</td>
<td>20,782,747</td>
<td>15,364,030</td>
<td>15,289,030</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>767,617</td>
<td>4,673</td>
<td>5,300</td>
<td>5,325</td>
<td>5,325</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>43,563,367</strong></td>
<td><strong>47,626,176</strong></td>
<td><strong>53,760,418</strong></td>
<td><strong>49,477,491</strong></td>
<td><strong>49,402,491</strong></td>
</tr>
</tbody>
</table>
# HIGHWAYS FUND

## FUND SUMMARY:

<table>
<thead>
<tr>
<th>Department</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>03 PROCUREMENT</td>
<td>6,158,959</td>
<td>6,901,900</td>
<td>7,164,720</td>
<td>8,325,543</td>
<td>8,325,543</td>
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<tr>
<td>08 HUMAN RESOURCES</td>
<td>42,110</td>
<td>396,890</td>
<td>283,199</td>
<td>283,199</td>
<td>283,199</td>
</tr>
<tr>
<td>22 EMERGENCY SERVICES</td>
<td>0</td>
<td>847,269</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>30 PUBLIC WORKS</td>
<td>28,995,791</td>
<td>26,649,926</td>
<td>28,719,333</td>
<td>28,512,536</td>
<td>28,512,536</td>
</tr>
<tr>
<td>66 DEBT SERVICE</td>
<td>621,792</td>
<td>1,241,578</td>
<td>679,515</td>
<td>977,756</td>
<td>977,756</td>
</tr>
<tr>
<td>67 INSURANCE</td>
<td>0</td>
<td>0</td>
<td>390,004</td>
<td>364,742</td>
<td>364,742</td>
</tr>
<tr>
<td>68 BENEFITS</td>
<td>1,058,515</td>
<td>1,343,613</td>
<td>1,043,512</td>
<td>1,257,953</td>
<td>1,257,953</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>6,686,200</td>
<td>10,245,000</td>
<td>15,280,135</td>
<td>9,555,762</td>
<td>9,480,762</td>
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<tr>
<td>90 RESERVE FOR CONTINGENCIES</td>
<td>0</td>
<td>0</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>43,563,367</strong></td>
<td><strong>47,626,176</strong></td>
<td><strong>53,760,418</strong></td>
<td><strong>49,477,491</strong></td>
<td><strong>49,402,491</strong></td>
</tr>
</tbody>
</table>

## SUMMARY BY REVENUE SOURCE:

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROPERTY TAXES</td>
<td>35,148,375</td>
<td>35,833,238</td>
<td>34,373,443</td>
<td>33,714,028</td>
<td>33,714,028</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL/STATE SHARED</td>
<td>959,151</td>
<td>731,702</td>
<td>1,254,847</td>
<td>1,344,855</td>
<td>1,344,855</td>
</tr>
<tr>
<td>SERVICE CHARGES</td>
<td>3,629,268</td>
<td>4,010,908</td>
<td>3,972,100</td>
<td>980,500</td>
<td>980,500</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>61,628</td>
<td>52,176</td>
<td>48,120</td>
<td>53,000</td>
<td>53,000</td>
</tr>
<tr>
<td>FUND BALANCE APPROPRIATION</td>
<td>0</td>
<td>0</td>
<td>8,798,071</td>
<td>4,908,655</td>
<td>4,833,655</td>
</tr>
<tr>
<td>MISCELLANEOUS REVENUES</td>
<td>5,508,549</td>
<td>5,821,986</td>
<td>5,313,837</td>
<td>8,476,453</td>
<td>8,476,453</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>45,306,971</strong></td>
<td><strong>46,450,010</strong></td>
<td><strong>53,760,418</strong></td>
<td><strong>49,477,491</strong></td>
<td><strong>49,402,491</strong></td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

FY 14 Approved Budget $49,402,491
FY 13 Approved Budget $53,760,418
$ decline ($4,357,927)
% decline (8.11%)

The ($4,357,927) projected decrease in Highways Fund Revenues results from:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td>34,373,443</td>
<td>33,714,028</td>
<td>(659,415)</td>
</tr>
</tbody>
</table>

(659,415) Property Taxes - In addition to Countywide Property Taxes, the Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax on property outside the city and incorporated towns, that when combined with all other Highways revenues, is sufficient to fund:

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

The Code also requires this fund to be a special account separate and apart from all other funds. Effective July 1, 2012 the tax rate for this differential is:

$0.146 per $100 of assessed value for properties outside the towns.

Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. Effective July 1, 2010, the Homestead Tax Credit, set by the County Council, limits tax increases to no more than 5% each year. Only primary residences are eligible for this credit. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of building and personal property.
FINANCIAL NOTES:

FY 13  FY 14  CHANGE

The (1.9%) reduction in property tax revenue for FY 14 is primarily due to the decrease in property values being reassessed.

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 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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11 Audited</td>
<td>34,148,375</td>
</tr>
<tr>
<td>FY 12 Audited</td>
<td>35,833,238</td>
</tr>
<tr>
<td>FY 13 Estimated</td>
<td>34,373,443</td>
</tr>
<tr>
<td>FY 14 Estimated</td>
<td>33,714,028</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,254,847</td>
<td>1,344,855</td>
<td>90,008</td>
</tr>
</tbody>
</table>

State Highways Users Tax - Motor vehicle fuel tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of the corporate income tax are designated by the State of Maryland as Highways User Revenues. The State shares these revenues with the counties and municipalities to help fund the construction and maintenance of local roads. The distribution to subdivisions is derived from a formula based on locally maintained road mileage and vehicle registrations.

Each year the Maryland Department of Transportation’s State Highway Administration provides the County with estimates of the Highways User Tax. For Fiscal Year 2014 we are projecting to receive $1,344,855.

State Highways Users Tax Trend

Fiscal Year
- FY 11 Audited 959,151
- FY 12 Audited 731,702
- FY 13 Estimated 1,254,847
- FY 14 Estimated 1,344,855

Millions

0 200,000 400,000 600,000 800,000 1,000,000 1,200,000 1,400,000 1,600,000
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,972,100</td>
<td>980,500</td>
<td>(2,991,600)</td>
</tr>
<tr>
<td>Charges for Government Services - such as inspections and plan review revenue are increased for FY 14. Revenue from the County’s fleet maintenance contract previously shown under Charges from Government Services is now accounted for in Other Revenue when the revenue is reimbursed from the other funds. The portion of the County’s fleet maintenance contract billable to outside entities will continue to be recorded in Charges for Government Services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48,120</td>
<td>53,000</td>
<td>4,880</td>
</tr>
<tr>
<td>Investment Income - are reflective of the size of the portfolio and the rate of return, a 10% increase is projected for FY 14.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,313,837</td>
<td>8,476,453</td>
<td>3,162,616</td>
</tr>
<tr>
<td>Other Revenue - the elements mainly responsible for the net increase in “Other” revenues are:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY 13</td>
<td>FY 14</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>18,000</td>
</tr>
<tr>
<td></td>
<td>30,000</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>3,100,000</td>
</tr>
<tr>
<td>Fleet Leases Revenue</td>
<td>Reimbursement from Other Funds</td>
<td>Vehicle Maintenance Contract - This revenue was previously accounted for under Charges for Government Services. For FY 14 it is moved to Other Revenue. All departments are charged for their share of the County’s fleet maintenance contract. When the departments pay these charges, their expense becomes a revenue to the Highways Fund. This revenue is then appropriated to and expended for the Department of Public Works Highways Fund.</td>
</tr>
<tr>
<td>8,798,071</td>
<td>4,833,655</td>
<td>(3,964,416)</td>
</tr>
<tr>
<td>Fund Balance Appropriation - excess unappropriated fund balance at the end of a fiscal year, above the 5% reserve designated for credit rating purposes, maintained by County policy, is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. Decrease primarily due to less Paygo funding allocated for Capital Projects.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
HIGHWAYS FUND

FINANCIAL NOTES:
The ($4,357,927) net decrease in appropriations for the Highways Fund is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>445,939</td>
<td>445,939</td>
<td>the FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>168,857</td>
<td>168,857</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
</tbody>
</table>
| (1,213,840) | (1,213,840) | Positions abolished from Bureau of Water Resources - Highways Fund and transferred to new Stormwater Management Fund:

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
<td>(50,365)</td>
<td>(27,033)</td>
<td>(77,398)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(37,300)</td>
<td>(25,491)</td>
<td>(62,791)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(73,118)</td>
<td>(29,718)</td>
<td>(102,836)</td>
</tr>
<tr>
<td>(3.00)</td>
<td>(227,328)</td>
<td>(55,091)</td>
<td>(282,419)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(92,307)</td>
<td>(35,136)</td>
<td>(127,443)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(113,525)</td>
<td>(33,990)</td>
<td>(147,515)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(43,035)</td>
<td>(14,061)</td>
<td>(57,096)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(81,465)</td>
<td>(33,290)</td>
<td>(114,755)</td>
</tr>
<tr>
<td>(2.00)</td>
<td>(176,182)</td>
<td>(65,405)</td>
<td>(241,587)</td>
</tr>
<tr>
<td>(12.00)</td>
<td>(894,625)</td>
<td>(319,215)</td>
<td>(1,213,840)</td>
</tr>
</tbody>
</table>

10,528,622 10,480,468 (48,154) Full Time Salaries

27,932 27,932 27,932 Salary adjustments based on the recommendations of the Department of Human Resources

(76,086) (76,086) (76,086) Staff Turnover (0.72%)

(48,154) (48,154) (48,154)

954,388 1,054,862 100,474 Pension/Retirement rate adjustments per Treasury's estimates

432,630 469,773 37,143 Workers’ Compensation rate adjustments per Treasury's estimates

2,618,454 2,667,936 49,482 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage

871,474 870,268 (1,206) FICA adjustments

242,637 242,637 0 Special Pays - funds appropriated for leave payouts per estimated number of retirements

180
### HIGHWAYS FUND

#### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,021,512</td>
<td>1,181,953</td>
<td>160,441</td>
</tr>
<tr>
<td>Retirees Insurance - funds are provided for the County's share of retiree's health and dental insurance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>320,000</td>
<td>323,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Vehicle &amp; Operating Equipment - to meet snow removal requirements and funding for short term rental of equipment for other Departments through Fleet Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8,000</td>
<td>0</td>
<td>(8,000)</td>
</tr>
<tr>
<td>Temporary Services - Flagger/Laborer services eliminated - Highways Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>4,120</td>
<td>4,120</td>
</tr>
<tr>
<td>Uniform-Purchase - items not covered under the uniform rental agreement, purchased every other year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35,000</td>
<td>58,000</td>
<td>23,000</td>
</tr>
<tr>
<td>Data Processing Software - Seat Licensing Fee for Fleet Management software for tracking and reporting fleet operations and maintenance support; increase will provide for two (2) servers @ $12,000 each</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,295,000</td>
<td>1,300,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Grounds Maintenance - additional mowing to meet National Pollutant Discharge Elimination System (NPDES) permit requirements for ponds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>390,004</td>
<td>364,742</td>
<td>(25,262)</td>
</tr>
<tr>
<td>Other Insurance funding adjustments per actuarial:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Other Insurance funding adjustments per actuarial:  

<table>
<thead>
<tr>
<th>General Liability</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,991</td>
<td>4,236</td>
<td>(755)</td>
<td></td>
</tr>
<tr>
<td>Auto Liability</td>
<td>284,047</td>
<td>254,359</td>
<td>(29,688)</td>
</tr>
<tr>
<td>Property Damage</td>
<td>100,966</td>
<td>106,147</td>
<td>5,181</td>
</tr>
<tr>
<td>390,004</td>
<td>364,742</td>
<td>(25,262)</td>
<td></td>
</tr>
</tbody>
</table>

| Diesel Fuel       | 1,276,000 | 2,000,000 | 724,000 |
| Diesel Fuel - increase based on usage trends and cost projections - Fleet Management |
| 2,140,000 | 2,400,000 | 260,000 |
| Gasoline - increase based on usage trends and cost projections - Fleet Management |
| 603,800 | 628,800 | 25,000 |
| County Owned Vehicles - maintenance for motor pool and tags and titles - Fleet Management |
| 602,000 | 593,000 | (9,000) |
| Fuel Charges - decrease based on actuals - Highways Maintenance ($15,000) offset by an increase of $6,000 for Road Use Tax due to motor pool fleet increasing |
| 3,402,200 | 3,506,200 | 104,000 |
| The County's Fleet Maintenance contract - increase based on actual expense history: |

#### Other Insurance funding adjustments per actuarial:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,125,000</td>
<td>2,200,000</td>
<td>75,000</td>
</tr>
<tr>
<td>1,277,200</td>
<td>1,306,200</td>
<td>29,000</td>
</tr>
<tr>
<td>3,402,200</td>
<td>3,506,200</td>
<td>104,000</td>
</tr>
<tr>
<td>Total Contract Funding</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### HIGHWAYS FUND

#### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>408,750</td>
<td>411,950</td>
<td>3,200</td>
</tr>
</tbody>
</table>

**Other Professional Services:**
- **Office of the Director - consultant:**
- **Bureau of Capital Projects Management - technical study to recommend standards for application of green or sustainable design to capital projects:**
- **Bureau of Highways Engineering - traffic studies, history survey projects and road analysis as needed:**
- **Bureau of Construction Inspections - engineering services, soil tests, borings, concrete, and asphalt testing:**
- **Bureau of Highways Maintenance - contractual dig-outs and patch contracts based on actuals:**
- **Fleet Management - for in house repairs, tank inspections, etc.:**

**Debt Service - Service Costs:**
- **Equipment - replacement of saws and traffic counter supplies:**
- **Principal and Interest on Bonds:**
- **Principal and Interest payments on 2009 Fleet Lease:**

**Cost of Issuance:**
- **0**
# HIGHWAYS FUND

## FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(55,565)</td>
<td>(55,565)</td>
<td>0</td>
</tr>
</tbody>
</table>

Due to the transfer of Bureau of Water Resources to the new Stormwater Management Fund the following characters were reduced:

- (28,970) Contractual Services - Office Equipment, Other Professional Service, etc.
- (10,795) Supplies and Materials - General Office Mailings, Laboratory Supplies, etc.
- (15,600) Business and Travel - County Owned Vehicles, Fuel Charges, Membership Fees & Dues, etc.
- (200) Inter-Governmental/Inter-Fund - Fleet Daily Carpool Rentals

\[(55,565)\]

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,772,150</td>
<td>1,852,050</td>
<td>79,900</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history and the state of the economy:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>139,950</td>
<td>137,900</td>
<td>(2,050)</td>
</tr>
<tr>
<td>1,025,000</td>
<td>1,060,000</td>
<td>35,000</td>
</tr>
<tr>
<td>41,000</td>
<td>50,000</td>
<td>9,000</td>
</tr>
<tr>
<td>2,500</td>
<td>0</td>
<td>(2,500)</td>
</tr>
<tr>
<td>90,200</td>
<td>92,200</td>
<td>2,000</td>
</tr>
<tr>
<td>50,000</td>
<td>60,000</td>
<td>10,000</td>
</tr>
<tr>
<td>13,500</td>
<td>12,450</td>
<td>(1,050)</td>
</tr>
<tr>
<td>35,500</td>
<td>56,500</td>
<td>21,000</td>
</tr>
<tr>
<td>200,000</td>
<td>170,000</td>
<td>(30,000)</td>
</tr>
<tr>
<td>165,000</td>
<td>200,000</td>
<td>35,000</td>
</tr>
<tr>
<td>9,500</td>
<td>13,000</td>
<td>3,500</td>
</tr>
<tr>
<td>1,772,150</td>
<td>1,852,050</td>
<td>79,900</td>
</tr>
</tbody>
</table>

- (56,783) Grants & Contributions - Baltimore Metropolitan Council (BMC) dues
- (2,046,317) Pro Rata Shares - represents Highways Funds paid to the General Fund for the overhead and administrative support functions provided there
- (15,280,135) Capital Improvements - Paygo funding to cover capital projects included in the FY 14 Approved Capital Budget for the Highways Fund
The application of Highways Funds was expanded by legislation to include traffic safety and County transportation expenses. The County Council initially approved using Highways funds for Sheriff's Office Traffic Safety activities; this was accounted for as an expense in the Highways Fund. Additional legislation defined County support of the Board of Education's transportation expenses as eligible for Highways funding. Although initially it was handled as a Highways Fund Contra-revenue, funds appropriated for Board of Education transportation services are now accounted for as expenses in the Highways Fund.

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheriff's Office Traffic Safety Unit</td>
<td>3,196,012</td>
<td>3,292,456</td>
<td>96,444</td>
</tr>
<tr>
<td>Board of Education Transportation</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>3,196,012</td>
<td>3,292,456</td>
<td>96,444</td>
</tr>
</tbody>
</table>
WATER & SEWER
<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Income</td>
<td></td>
<td>219,400</td>
</tr>
<tr>
<td>Service Charges</td>
<td>55%</td>
<td>26,159,625</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2%</td>
<td>837,600</td>
</tr>
<tr>
<td>Capital Recovery</td>
<td></td>
<td>177,800</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td>420,200</td>
</tr>
<tr>
<td>Fine &amp; Forfeitures</td>
<td></td>
<td>20,200</td>
</tr>
<tr>
<td>Investment Income</td>
<td></td>
<td>219,400</td>
</tr>
<tr>
<td>Unrestricted Net Assets</td>
<td>43%</td>
<td>20,223,715</td>
</tr>
<tr>
<td>Contributed Capital</td>
<td></td>
<td>10,604,800</td>
</tr>
<tr>
<td>Unrestricted Net Assets</td>
<td></td>
<td>9,618,915</td>
</tr>
</tbody>
</table>

**TOTAL WATER & SEWER FUND REVENUES**  47,220,940
WATER & SEWER
OPERATING FUND REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $47,220,940
## FY 14 APPROVED WATER & SEWER FUND APPROPRIATIONS BREAKDOWN

<table>
<thead>
<tr>
<th>Bureau of W &amp; S Administration:</th>
<th>7%</th>
<th>3,399,917</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Inventory</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,349,917</td>
<td></td>
</tr>
</tbody>
</table>

Bureau of W & S Operations:

<table>
<thead>
<tr>
<th>Wastewater Processing:</th>
<th>26%</th>
<th>12,114,644</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Waste Management</td>
<td>160,658</td>
<td></td>
</tr>
<tr>
<td>Sewer O&amp;M Sod Run</td>
<td>8,442,469</td>
<td></td>
</tr>
<tr>
<td>Joppatowne Sewerage Treatment</td>
<td>850,136</td>
<td></td>
</tr>
<tr>
<td>Sewer O&amp;M Pump/Meter Stations</td>
<td>2,521,246</td>
<td></td>
</tr>
<tr>
<td>Sewer O&amp;M Spring Meadows</td>
<td>140,135</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water Production:</th>
<th>15%</th>
<th>7,078,786</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water O&amp;M Perryman</td>
<td>865,316</td>
<td></td>
</tr>
<tr>
<td>Water O&amp;M Long Booster Stations</td>
<td>554,818</td>
<td></td>
</tr>
<tr>
<td>Water O&amp;M Havre de Grace</td>
<td>1,111,171</td>
<td></td>
</tr>
<tr>
<td>Water O&amp;M Abingdon-Big Inch</td>
<td>4,492,891</td>
<td></td>
</tr>
<tr>
<td>Water O&amp;M Carbon Treatment Plant</td>
<td>14,390</td>
<td></td>
</tr>
<tr>
<td>Water O&amp;M Solids Handling Facility</td>
<td>40,200</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bureau of Engineering:</th>
<th>3%</th>
<th>1,318,138</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Engineering</td>
<td>666,969</td>
<td></td>
</tr>
<tr>
<td>Sewer Engineering</td>
<td>651,169</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other:</th>
<th>15%</th>
<th>7,170,121</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>845,668</td>
<td></td>
</tr>
<tr>
<td>Personnel Matters</td>
<td>199,906</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>252,084</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>499,013</td>
<td></td>
</tr>
<tr>
<td>Paygo</td>
<td>5,373,450</td>
<td></td>
</tr>
</tbody>
</table>

| Depreciation | 19% | 9,200,000 |

**Total Water & Sewer Fund Appropriations:** 47,220,940
WATER & SEWER OPERATING FUND APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $47,220,940
ORIGIN/PURPOSE:

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

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

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

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

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

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

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

### FUND SUMMARY:

#### SUMMARY BY CHARACTER:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>14,644,980</td>
<td>15,586,968</td>
<td>14,629,155</td>
<td>15,464,196</td>
<td>15,483,887</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>6,415,343</td>
<td>6,704,696</td>
<td>7,957,898</td>
<td>8,768,462</td>
<td>8,768,462</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>2,427,948</td>
<td>2,721,096</td>
<td>3,308,585</td>
<td>3,781,660</td>
<td>3,781,660</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>559,358</td>
<td>674,356</td>
<td>619,415</td>
<td>697,725</td>
<td>697,725</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>578,507</td>
<td>510,670</td>
<td>837,687</td>
<td>927,140</td>
<td>927,140</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>11,192,675</td>
<td>12,888,085</td>
<td>17,561,896</td>
<td>16,882,016</td>
<td>16,942,016</td>
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<tr>
<td>80 INTER-GOVERNMENT/INTER-FUND</td>
<td>980,360</td>
<td>520,601</td>
<td>620,050</td>
<td>620,050</td>
<td>620,050</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>36,799,171</td>
<td>39,606,472</td>
<td>45,534,686</td>
<td>47,141,249</td>
<td>47,220,940</td>
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</table>

#### SUMMARY BY DEPARTMENT:

<table>
<thead>
<tr>
<th>Department</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>04 TREASURY</td>
<td>770,359</td>
<td>795,168</td>
<td>792,629</td>
<td>825,977</td>
<td>845,668</td>
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<tr>
<td>08 HUMAN RESOURCES</td>
<td>68,961</td>
<td>228,197</td>
<td>199,906</td>
<td>199,906</td>
<td>199,906</td>
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<tr>
<td>22 EMERGENCY SERVICES</td>
<td>0</td>
<td>159,175</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>30 PUBLIC WORKS</td>
<td>35,524,156</td>
<td>36,340,119</td>
<td>37,580,597</td>
<td>40,050,819</td>
<td>40,050,819</td>
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<tr>
<td>67 INSURANCE</td>
<td>0</td>
<td>0</td>
<td>252,828</td>
<td>252,084</td>
<td>252,084</td>
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<tr>
<td>68 BENEFITS</td>
<td>277,295</td>
<td>392,990</td>
<td>430,726</td>
<td>499,013</td>
<td>499,013</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>158,400</td>
<td>1,690,823</td>
<td>6,278,000</td>
<td>5,313,450</td>
<td>5,373,450</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>36,799,171</td>
<td>39,606,472</td>
<td>45,534,686</td>
<td>47,141,249</td>
<td>47,220,940</td>
</tr>
</tbody>
</table>

#### SUMMARY BY REVENUE SOURCE:

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVICE CHARGES</td>
<td>24,925,630</td>
<td>24,566,811</td>
<td>25,924,700</td>
<td>26,159,625</td>
<td>26,159,625</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>231,050</td>
<td>224,193</td>
<td>190,000</td>
<td>219,400</td>
<td>219,400</td>
</tr>
<tr>
<td>MISCELLANEOUS REVENUE</td>
<td>782,299</td>
<td>619,515</td>
<td>387,400</td>
<td>440,400</td>
<td>440,400</td>
</tr>
<tr>
<td>UNRESTRICTED NET ASSETS</td>
<td>0</td>
<td>0</td>
<td>9,664,386</td>
<td>9,539,224</td>
<td>9,618,915</td>
</tr>
<tr>
<td>CONTRIBUTED CAPITAL</td>
<td>0</td>
<td>0</td>
<td>9,200,000</td>
<td>10,604,800</td>
<td>10,604,800</td>
</tr>
<tr>
<td>RECOVERY FROM CAPITAL PROJECTS</td>
<td>161,637</td>
<td>199,389</td>
<td>168,200</td>
<td>177,800</td>
<td>177,800</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>26,100,616</td>
<td>25,609,908</td>
<td>45,534,686</td>
<td>47,141,249</td>
<td>47,220,940</td>
</tr>
</tbody>
</table>
WATER AND SEWER FUND

FINANCIAL NOTES:

FY 14 Approved Budget: $47,220,940
FY 13 Approved Budget: $45,534,686

$ growth: $1,686,254
% growth: 3.70%

The $1,686,254 net increase in Water and Sewer Operating Fund revenue is projected to result from:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>25,924,700</td>
<td>26,159,625</td>
<td>234,925</td>
</tr>
</tbody>
</table>

Service Charges - 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.
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment Income</strong></td>
<td>190,000</td>
<td>219,400</td>
<td>29,400</td>
</tr>
<tr>
<td><strong>Miscellaneous Revenue</strong></td>
<td>387,400</td>
<td>440,400</td>
<td>53,000</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td>9,664,386</td>
<td>9,618,915</td>
<td>(45,471)</td>
</tr>
<tr>
<td><strong>Funded Depreciation - Contributed Capital</strong></td>
<td>9,200,000</td>
<td>10,604,800</td>
<td>1,404,800</td>
</tr>
<tr>
<td><strong>Recovery from Capital Projects</strong></td>
<td>168,200</td>
<td>177,800</td>
<td>9,600</td>
</tr>
</tbody>
</table>

- FY 14 estimated revenue for investment income is based on FY 13 actuals.
- Includes sundry fines and forfeitures, sale of surplus vehicles, lease purchase proceeds and other revenues that cannot be classified. FY 14 estimated Miscellaneous Revenue reflects actual collections.
- FY 14 estimated revenues are based on FY 13 actuals.
- These are surplus funds from prior years that are being used to finance current year operations.
- Annual depreciation charges are projected to increase due to the inclusion of the Abingdon Water Treatment expansion.
- Cost of services billed to capital projects and recovered back to the operating budget. FY 14 estimated revenues are based on FY 13 actuals.

The $1,686,254 net increase in the Water and Sewer Fund is the result of:

- The FY 13 Merit increase of 4% for eligible staff
- Post Employment Health Plan (PEHP)
- Full Time Salaries:
  - 123,413 Salary adjustments based on the recommendations of the Department of Human Resources
  - (196,914) Staff Turnover (2.07%)
  - 11,744 Offset - salary for a Management Assistant II no longer offset due to work hours
  - (61,757)

- Positions created for Water & Sewer:
  - 1.00 | 26,200 | 25,107 | 51,307 Water/Sewer Utility Worker I - Maintenance
  - 1.00 | 52,847 | 26,482 | 79,329 Accounting Clerk II - Treasury - Water & Sewer
  - 2.00 | 79,047 | 51,589 | 130,636 Accounting

- Position transferred to Treasury - Bureau of Accounting from Treasury - Water & Sewer Accounting:
  - 1.00 | (36,000) | (23,632) | (59,638) Accounting Clerk II
WATER AND SEWER FUND

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Salaries - vacant temporary positions eliminated</td>
<td>99,778</td>
<td>52,540</td>
<td>(47,238)</td>
<td></td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>869,672</td>
<td>945,067</td>
<td>75,395</td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
<td>256,405</td>
<td>297,606</td>
<td>41,201</td>
<td></td>
</tr>
<tr>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
<td>2,259,460</td>
<td>2,297,800</td>
<td>38,340</td>
<td></td>
</tr>
<tr>
<td>Overtime - increase based on actual expense history</td>
<td>620,300</td>
<td>780,400</td>
<td>160,100</td>
<td></td>
</tr>
<tr>
<td>Shift Differential - increase based on actual expense history</td>
<td>76,291</td>
<td>84,700</td>
<td>8,409</td>
<td></td>
</tr>
<tr>
<td>FICA adjustment</td>
<td>794,328</td>
<td>800,953</td>
<td>6,625</td>
<td></td>
</tr>
<tr>
<td>Special Pays - leave payouts for potential retirement of eligible staff</td>
<td>137,860</td>
<td>137,860</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Vehicle &amp; Operating Equipment - funding to allow for the rental of machinery as needed per the Fleet Manager</td>
<td>6,550</td>
<td>35,850</td>
<td>29,300</td>
<td></td>
</tr>
<tr>
<td>Retiree's Insurance - funds are provided for the County's share of retiree's health and dental insurance per the actuarial assessment</td>
<td>419,726</td>
<td>440,013</td>
<td>20,287</td>
<td></td>
</tr>
<tr>
<td>County Facility Repair &amp; Renovations - based on actuals for routine repairs:</td>
<td>1,227,500</td>
<td>1,700,500</td>
<td>473,000</td>
<td></td>
</tr>
<tr>
<td>Water &amp; Sewer Maintenance</td>
<td>126,300</td>
<td>146,300</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Wastewater Processing</td>
<td>879,500</td>
<td>1,326,500</td>
<td>447,000</td>
<td></td>
</tr>
<tr>
<td>Water Production</td>
<td>221,700</td>
<td>227,700</td>
<td>6,000</td>
<td></td>
</tr>
<tr>
<td>Water &amp; Sewer Maintenance</td>
<td>1,227,500</td>
<td>1,700,500</td>
<td>473,000</td>
<td></td>
</tr>
<tr>
<td>Engineering Services - based on actual expense history:</td>
<td>100,000</td>
<td>180,000</td>
<td>80,000</td>
<td></td>
</tr>
<tr>
<td>WWP - engineering consultant and service contract</td>
<td>85,000</td>
<td>115,000</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>Water Production - engineering services for assessment writing specs and inspection of major projects for painting towers</td>
<td>15,000</td>
<td>65,000</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Other Service &amp; Maintenance Contract - implementation of Cityworks Program software linking water treatment with Waste Water Processing and Water Maintenance</td>
<td>92,000</td>
<td>139,500</td>
<td>47,500</td>
<td></td>
</tr>
<tr>
<td>Utility Water &amp; Sewer Purchase - raw water purchased from Baltimore City delivered through the Big Inch and monthly payments to the City of Havre de Grace for treating recycled water from Harford County's water plant, increase based on actuals</td>
<td>180,500</td>
<td>190,500</td>
<td>10,000</td>
<td></td>
</tr>
</tbody>
</table>
## WATER AND SEWER FUND

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13</td>
<td>9,500</td>
<td>1,800</td>
<td>(7,700)</td>
<td>Uniforms-Purchase - shirts, hats, etc. purchased every two years not included in the Uniform-Rental contract</td>
</tr>
<tr>
<td>FY 14</td>
<td>78,800</td>
<td>101,360</td>
<td>22,560</td>
<td>Laboratory Supplies - increase based on actual expense history for supplies used in lab for process analysis and to monitor National Pollutant Discharge Elimination System (NPDES) compliance and reporting to the Maryland Department of the Environment (MDE)</td>
</tr>
<tr>
<td>FY 13</td>
<td>1,150,260</td>
<td>1,349,685</td>
<td>199,425</td>
<td>Other Professional Services - increase based on actual expense history:</td>
</tr>
<tr>
<td>FY 14</td>
<td>1,396,000</td>
<td>1,728,700</td>
<td>332,700</td>
<td>Chemicals in Bulk - based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>0</td>
<td>3,000</td>
<td>3,000</td>
<td>cost of moving furniture to new Administrative bldg</td>
</tr>
<tr>
<td>Engineering</td>
<td>21,000</td>
<td>21,900</td>
<td>900</td>
<td>consultant services</td>
</tr>
<tr>
<td>Maintenance</td>
<td>135,300</td>
<td>124,000</td>
<td>(11,300)</td>
<td>preventive maintenance program</td>
</tr>
<tr>
<td>Water Production</td>
<td>58,950</td>
<td>97,725</td>
<td>38,775</td>
<td>transport of plant residuals to Sod Run and contract for hauling processed solids</td>
</tr>
<tr>
<td>Wastewater Processing</td>
<td>935,010</td>
<td>1,103,060</td>
<td>168,050</td>
<td>lab analysis for MDE compliance, emergency pump outs and courier for transport of samples</td>
</tr>
<tr>
<td>Totals</td>
<td>1,150,260</td>
<td>1,349,685</td>
<td>199,425</td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>63,500</td>
<td>71,500</td>
<td>8,000</td>
<td>W &amp; S Lines Service Parts - increase due to cost of parts and lead free requirements enacted 1/11/12</td>
</tr>
<tr>
<td>FY 14</td>
<td>180,000</td>
<td>180,000</td>
<td>0</td>
<td>Unanticipated Maintenance - funding to cover the costs of unanticipated emergencies</td>
</tr>
<tr>
<td>FY 13</td>
<td>433,200</td>
<td>460,000</td>
<td>26,800</td>
<td>Water Meter Purchases - new and replacement installations in accordance with the replacement program for all meters exceeding 15 years of age</td>
</tr>
<tr>
<td>FY 14</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
<td>Other (Audit Only) - General Inventory per Treasury's recommendation</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>837,687</td>
<td>927,140</td>
<td>89,453</td>
</tr>
</tbody>
</table>

Equipment - provides for the following:

- **W & S Wells and Well Development** 35,000
- **W & S Plant Improvements** 105,500
- **Audio Visual Supplies** 2,610
- **Vacuum Cleaner** 280
- **Hex-a-Gram & Meters** 35,000
- **Electronic Process Control** 14,500
- **Chairs** 3,150
- **Tables** 2,500
- **Electric Heaters** 7,900
- **Air Conditioners** 3,000
- **Air Compressor** 34,000
- **Blowers** 44,000
- **Saws** 3,000

**Payments to Other Government Agencies** - sludge generation fees for:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance</td>
<td>78,000</td>
<td>60,000</td>
<td>(18,000)</td>
<td>payments to the Pennsylvania Delta Borough for waste treatment, as required by an inter-state agreement</td>
</tr>
<tr>
<td>Wastewater Processing</td>
<td>35,200</td>
<td>36,400</td>
<td>1,200</td>
<td>sludge generation fees for Joppatowen</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>113,200</td>
<td>96,400</td>
<td>(16,800)</td>
<td></td>
</tr>
</tbody>
</table>

**Pro Rata Shares** - represents Water & Sewer Fund reimbursement to the General Fund for the overhead and administrative support functions provided there. It also covers Water and Sewer Operations share of the Director of Public Works budget, which is in the Highways Fund.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>153,779</td>
<td>158,235</td>
<td>4,456</td>
</tr>
<tr>
<td>1,813,417</td>
<td>2,110,431</td>
<td>297,014</td>
</tr>
<tr>
<td>1,967,196</td>
<td>2,268,666</td>
<td>301,470</td>
</tr>
</tbody>
</table>

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WATER AND SEWER FUND

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,223,763</td>
<td>5,342,130</td>
<td>118,367</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history and state of the economy:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>69,180</td>
<td>63,332</td>
<td>(5,848)</td>
</tr>
<tr>
<td>3,299,000</td>
<td>3,346,200</td>
<td>47,200</td>
</tr>
<tr>
<td>80,000</td>
<td>62,000</td>
<td>(18,000)</td>
</tr>
<tr>
<td>60,310</td>
<td>35,270</td>
<td>(25,040)</td>
</tr>
<tr>
<td>32,000</td>
<td>29,500</td>
<td>(2,500)</td>
</tr>
<tr>
<td>50,000</td>
<td>40,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>100,000</td>
<td>90,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>25,800</td>
<td>13,160</td>
<td>(12,640)</td>
</tr>
<tr>
<td>196,658</td>
<td>183,940</td>
<td>(12,718)</td>
</tr>
<tr>
<td>6,650</td>
<td>9,550</td>
<td>2,900</td>
</tr>
<tr>
<td>57,800</td>
<td>44,798</td>
<td>(13,002)</td>
</tr>
<tr>
<td>22,600</td>
<td>31,500</td>
<td>8,900</td>
</tr>
<tr>
<td>20,265</td>
<td>25,015</td>
<td>4,750</td>
</tr>
<tr>
<td>470,450</td>
<td>553,600</td>
<td>83,150</td>
</tr>
<tr>
<td>60,100</td>
<td>68,715</td>
<td>8,615</td>
</tr>
<tr>
<td>51,300</td>
<td>45,800</td>
<td>(5,500)</td>
</tr>
<tr>
<td>9,700</td>
<td>13,550</td>
<td>3,850</td>
</tr>
<tr>
<td>50,000</td>
<td>45,000</td>
<td>(5,000)</td>
</tr>
<tr>
<td>222,300</td>
<td>231,800</td>
<td>9,500</td>
</tr>
<tr>
<td>247,350</td>
<td>298,200</td>
<td>50,850</td>
</tr>
<tr>
<td>92,300</td>
<td>111,200</td>
<td>18,900</td>
</tr>
</tbody>
</table>

9,200,000 | 9,200,000 | 0  Depreciation per Treasury estimates

6,278,000 | 5,373,450 | (904,550)  Paygo funds in support of the FY 14 Approved Capital Budget

620,000 | 620,000 | 0  Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1.3 MGD of water from the City at $35,000/month and has an intergovernmental agreement with the City to share the operating expenses of a new solids handling facility at $200,000 per year.
Abingdon Water Tower
Abingdon, Maryland
WATER & SEWER
DEBT SERVICE
## FY 14 APPROVED WATER & SEWER DEBT SERVICE FUND
### REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Charges</td>
<td>33%</td>
<td>4,681,900</td>
</tr>
<tr>
<td>Capital Connections</td>
<td>11%</td>
<td>1,478,200</td>
</tr>
<tr>
<td>Capital Assessments</td>
<td>39%</td>
<td>5,488,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5%</td>
<td>770,434</td>
</tr>
<tr>
<td>Recodartion Tax</td>
<td>12%</td>
<td>1,700,255</td>
</tr>
</tbody>
</table>

**Total Water & Sewer Debt Service Fund Revenues**: 14,118,789
WATER & SEWER DEBT
SERVICE FUND REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $14,118,789

- Development Charges: $4,681,900 (33%)
- Capital Assessments: $5,488,000 (39%)
- Recordation Tax: $1,700,255 (12%)
- Capital Connections: $1,478,200 (11%)
- Miscellaneous: $770,434 (5%)

TOTAL: $14,118,789
## FY 14 APPROVED WATER & SEWER DEBT SERVICE FUND
### APPROPRIATIONS BREAKDOWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>54%</td>
<td>7,690,840</td>
</tr>
<tr>
<td>Interest</td>
<td>43%</td>
<td>6,005,949</td>
</tr>
<tr>
<td>Service Costs</td>
<td>3%</td>
<td>422,000</td>
</tr>
</tbody>
</table>

**Total Water & Sewer Fund Debt Service Appropriations**: 14,118,789
WATER & SEWER DEBT SERVICE APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $14,118,789
WATER AND SEWER DEBT SERVICE FUND

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

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

Revenues for the Water and Sewer Debt Service Fund are derived from:

SYSTEM CAPITAL CHARGES - which include:

Connection Charges - These charges are based on a schedule of $450 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 14 the water system fee is $2,958 and the sewer system fee is $6,110.

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 AND SEWER DEBT SERVICE FUND

RECORDATION TAX RECEIPTS

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.), at the rate of $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 AND SEWER DEBT SERVICE FUND

### FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>130,806</td>
<td>116,759</td>
<td>152,000</td>
<td>152,000</td>
<td>152,000</td>
</tr>
<tr>
<td>DEBT SERVICE</td>
<td>15,151,931</td>
<td>14,899,988</td>
<td>15,322,439</td>
<td>13,966,789</td>
<td>13,966,789</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>15,282,737</td>
<td>15,016,747</td>
<td>15,474,439</td>
<td>14,118,789</td>
<td>14,118,789</td>
</tr>
</tbody>
</table>

### SUMMARY BY DEPARTMENT:

<table>
<thead>
<tr>
<th>Department</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEBT SERVICE</td>
<td>15,282,737</td>
<td>15,016,747</td>
<td>15,474,439</td>
<td>14,118,789</td>
<td>14,118,789</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>15,282,737</td>
<td>15,016,747</td>
<td>15,474,439</td>
<td>14,118,789</td>
<td>14,118,789</td>
</tr>
</tbody>
</table>

### SUMMARY BY REVENUE SOURCE:

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECORDATION TAX</td>
<td>1,651,107</td>
<td>1,514,835</td>
<td>1,327,000</td>
<td>1,700,255</td>
<td>1,700,255</td>
</tr>
<tr>
<td>CAPITAL ASSESSMENTS</td>
<td>5,090,995</td>
<td>5,176,649</td>
<td>5,171,800</td>
<td>5,488,000</td>
<td>5,488,000</td>
</tr>
<tr>
<td>CAPITAL CONNECTIONS</td>
<td>5,812,557</td>
<td>1,491,367</td>
<td>1,505,700</td>
<td>1,478,200</td>
<td>1,478,200</td>
</tr>
<tr>
<td>DEVELOPMENT CHARGES</td>
<td>5,091,191</td>
<td>4,054,896</td>
<td>4,987,400</td>
<td>4,681,900</td>
<td>4,681,900</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>53,277</td>
<td>18,611</td>
<td>41,376</td>
<td>8,750</td>
<td>8,750</td>
</tr>
<tr>
<td>UNRESTRICTED NET ASSETS</td>
<td>0</td>
<td>0</td>
<td>1,647,463</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>758,796</td>
<td>770,246</td>
<td>793,700</td>
<td>761,684</td>
<td>761,684</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>18,457,923</td>
<td>13,026,604</td>
<td>15,474,439</td>
<td>14,118,789</td>
<td>14,118,789</td>
</tr>
</tbody>
</table>
**WATER AND SEWER DEBT SERVICE FUND**

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>FY 14 Approved Budget</th>
<th>$14,118,789</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Approved Budget</td>
<td>$15,474,439</td>
</tr>
<tr>
<td><strong>$ decline</strong></td>
<td>($1,355,650)</td>
</tr>
<tr>
<td><strong>% decline</strong></td>
<td>(8.76%)</td>
</tr>
</tbody>
</table>

The ($1,355,650) net decrease in Water and Sewer Debt Service revenue is projected to result from:

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,327,000</td>
<td>1,700,255</td>
<td>373,255</td>
</tr>
<tr>
<td>Recordation Tax</td>
<td></td>
<td><strong>Recordation Tax</strong> - the FY14 estimate for recordation tax is based on actual collections for FY 13.</td>
</tr>
</tbody>
</table>

| 5,171,800   | 5,488,000   | 316,200    |
| Capital Assessments |       | **Capital Assessments** - the increase in capital assessments reflects a very modest increase in new petition projects and connections in the form of User Benefit Assessments. |

| 1,505,700   | 1,478,200   | (27,500)   |
| Capital Connections |       | **Capital Connections** - FY 14 budget reflects actual collections during FY 13. |

| 4,987,400   | 4,681,900   | (305,500)  |
| Development Charges |       | **Development Charges** - are projected to reflect a slight decrease in connection activity and the 6% annual fee increase. FY 14 is based on FY 13 actual receipts. |

| 41,376     | 8,750       | (32,626)   |
| Investment Income |       | **Investment Income** - falling interest rates and an increase in the spending of bond funds, resulted in interest earnings projected to decrease for FY 14. |

| 1,647,463   | 0           | (1,647,463)|
| Unrestricted Net Assets |       | **Unrestricted Net Assets** - funds allocated from the prior year surplus to fund principal and interest payments on outstanding debt is not required in FY 14. |

| 793,700     | 761,684     | (32,016)   |
| Miscellaneous |       | **Miscellaneous** - this projection is based on actual receipt history for capital surcharges, Build America bond interest, interest on unpaid area connection charges, benefit assessments, etc. |
FINANCIAL NOTES:

With the FY 14 Approved Capital Budget the anticipated value of
Outstanding Water and Sewer Bonds and Loans as of June 30, 2011 would be $173,062,358

The ($1,355,650) net decrease in the Water and Sewer Debt Service Fund is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,576,324</td>
<td>7,690,840</td>
<td>(1,885,484)</td>
<td>Principal Payments - are adjusted to the amounts due on outstanding debt.</td>
</tr>
<tr>
<td>5,476,115</td>
<td>6,005,949</td>
<td>529,834</td>
<td>Interest Payments</td>
</tr>
<tr>
<td>422,000</td>
<td>422,000</td>
<td>0</td>
<td>Service Costs:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Services</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
<tr>
<td>Management Services</td>
<td>140,000</td>
<td>140,000</td>
<td>0</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>2,000</td>
<td>2,000</td>
<td>0</td>
</tr>
<tr>
<td>Cost of Issuance</td>
<td>270,000</td>
<td>270,000</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>422,000</td>
<td>422,000</td>
<td>0</td>
</tr>
</tbody>
</table>
PARKS & RECREATION
SPECIAL REVENUE
<table>
<thead>
<tr>
<th>Service Charges</th>
<th>96%</th>
<th>850,500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous:</td>
<td>4%</td>
<td>33,733</td>
</tr>
<tr>
<td>Fund Balance</td>
<td></td>
<td>33,233</td>
</tr>
<tr>
<td>Investment Income</td>
<td></td>
<td>500</td>
</tr>
</tbody>
</table>

**Total Parks & Recreation Special Revenue - Revenues:** 884,233
PARKS & RECREATION
SPECIAL REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $884,233
<table>
<thead>
<tr>
<th>Recreation &amp; Tennis Center</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMMORTON RECREATION AND TENNIS CENTER</td>
<td>291,189</td>
<td>33%</td>
</tr>
<tr>
<td>OAKINGTON PENINSULA</td>
<td>406,331</td>
<td>46%</td>
</tr>
<tr>
<td>RECREATIONAL COUNCIL ACTIVITIES</td>
<td>186,713</td>
<td>21%</td>
</tr>
</tbody>
</table>

**Total Parks & Recreation Special Revenue Appropriations**: 884,233
PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $884,233
ORIGIN/PURPOSE:

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

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

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

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

- Recreational Council Activities:
  This account is set up to receive revenues from recreational activities, registration, and events. The funds will be expended for recreational supplies, tournament trophies, officials and referees, etc.
PARKS & RECREATION SPECIAL REVENUE FUND

ORIGIN/PURPOSE:

The fund encompasses receipts from:

Charges for Service

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

Fund Balance Appropriated

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

### FUND SUMMARY:

<table>
<thead>
<tr>
<th>Item</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>355,921</td>
<td>443,020</td>
<td>454,192</td>
<td>444,593</td>
<td>444,593</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>251,453</td>
<td>271,870</td>
<td>343,545</td>
<td>317,910</td>
<td>317,910</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>49,286</td>
<td>38,906</td>
<td>60,065</td>
<td>60,065</td>
<td>60,065</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>3,370</td>
<td>1,177</td>
<td>4,165</td>
<td>4,165</td>
<td>4,165</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>16,109</td>
<td>28,037</td>
<td>27,500</td>
<td>38,000</td>
<td>38,000</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>19,500</td>
<td>19,500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>676,139</strong></td>
<td><strong>783,010</strong></td>
<td><strong>889,467</strong></td>
<td><strong>884,233</strong></td>
<td><strong>884,233</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DEPARTMENT:

<table>
<thead>
<tr>
<th>Department</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARKS AND RECREATION</td>
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<td>783,010</td>
<td>889,467</td>
<td>884,233</td>
<td>884,233</td>
</tr>
<tr>
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<td><strong>783,010</strong></td>
<td><strong>889,467</strong></td>
<td><strong>884,233</strong></td>
<td><strong>884,233</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY REVENUE SOURCE:

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISCELLANEOUS</td>
<td>1,981</td>
<td>1,736</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>637</td>
<td>843</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>FUND BALANCE APPROPRIATION</td>
<td>0</td>
<td>0</td>
<td>38,467</td>
<td>33,233</td>
<td>33,233</td>
</tr>
<tr>
<td>SERVICE CHARGES</td>
<td>795,746</td>
<td>882,684</td>
<td>850,500</td>
<td>850,500</td>
<td>850,500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>798,364</strong></td>
<td><strong>885,263</strong></td>
<td><strong>889,467</strong></td>
<td><strong>884,233</strong></td>
<td><strong>884,233</strong></td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

FY 14 Approved Budget $884,233
FY 13 Approved Budget $889,467
$ decrease ($5,234)
% decrease (.59%)

The ($5,234) decrease in Parks and Recreation Special Revenue Fund revenues is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>850,500</td>
<td>850,500</td>
<td>0</td>
</tr>
<tr>
<td>Service Charges - account for receipts from various facilities and equipment, for example, the skateboard park, the Showmobile stage rentals and the Emmorton Recreation and Tennis Center, etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FY 14 projected revenues remain the same as FY 13 based on actual receipt history.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skateboard Facility</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Emmorton Recreation &amp; Tennis Center</td>
<td>260,000</td>
<td>260,000</td>
</tr>
<tr>
<td>Oakington Peninsula</td>
<td>360,000</td>
<td>360,000</td>
</tr>
<tr>
<td>Showmobile/Stage Rentals</td>
<td>10,500</td>
<td>10,500</td>
</tr>
<tr>
<td>Recreation Councils/Special Activities</td>
<td>215,000</td>
<td>215,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>850,500</strong></td>
<td><strong>850,500</strong></td>
</tr>
</tbody>
</table>

| 500 | 500 | 0 |
| Investment Income - investment income revenues are estimated to remain flat for FY 14 based on actuals. |

| 38,467 | 33,233 | (5,234) |
| Fund Balance Appropriated - is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. FY 13 funding was utilized to cover several critical repair/renovation projects at the Emmorton Recreation & Tennis Center facility. Funding in FY 14 is requested for replacement/relocation of the HVAC system and replacement of furnishings for the Swan Harbor Farm, a major revenue generating venue for Harford County. One-time funding for replacement of critical software used at the Emmorton Recreation & Tennis Center is also required necessitating the use of Fund Balance. |
The ($5,234) net decrease in the Parks and Recreation Special Revenue Fund appropriations is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,957</td>
<td>8,957</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>180,637</td>
<td>176,056</td>
<td>(4,581) Temporary Salaries - less funding for Recreational Council Activities based on actual expense history</td>
</tr>
<tr>
<td>65,053</td>
<td>47,979</td>
<td>(17,074) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>21,556</td>
<td>24,525</td>
<td>2,969 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>12,750</td>
<td>10,000</td>
<td>(2,750) Overtime - reduction based on actual expense history</td>
</tr>
<tr>
<td>1,365</td>
<td>499</td>
<td>(866) Shift Differential - decrease for Emmorton Recreation &amp; Tennis Center based on actual expense history</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>25,765</td>
<td>25,138</td>
<td>(627) FICA - adjustment for reduction of overtime, shift differential and temporary salaries</td>
</tr>
<tr>
<td>17,290</td>
<td>15,500</td>
<td>(1,790) Recreation Officials - decrease based on actual expense history for Emmorton Recreation &amp; Tennis Center</td>
</tr>
<tr>
<td>10,500</td>
<td>12,500</td>
<td>2,000 Other Professional Services - increase to cover the Bright Oaks Community stormwater management charge - Emmorton Recreation &amp; Tennis Center</td>
</tr>
<tr>
<td>200</td>
<td>15,000</td>
<td>14,800 DP Software - Maintenance - increase for replacement of critical software utilized at Emmorton Recreation &amp; Tennis Center</td>
</tr>
</tbody>
</table>
PARKS & RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Facility Repair &amp; Renovations</td>
<td>67,350</td>
<td>25,500</td>
<td>(41,850)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Rents &amp; Utilities</td>
<td>3,300</td>
<td>4,300</td>
<td>1,000</td>
</tr>
<tr>
<td>Building/Custodial Services</td>
<td>88,000</td>
<td>90,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Heating Fuel (Oil)</td>
<td>12,500</td>
<td>12,000</td>
<td>(500)</td>
</tr>
<tr>
<td>Grounds Maintenance</td>
<td>19,000</td>
<td>21,000</td>
<td>2,000</td>
</tr>
<tr>
<td></td>
<td>122,800</td>
<td>127,300</td>
<td>4,500</td>
</tr>
<tr>
<td>Security Systems</td>
<td>5,250</td>
<td>1,750</td>
<td>(3,500)</td>
</tr>
<tr>
<td></td>
<td>27,500</td>
<td>38,000</td>
<td>10,500</td>
</tr>
<tr>
<td>Equipment - funding provides for annual replacement of tables and chairs; new tables and chairs for the dining/banquet and sitting rooms at Swan Harbor; a new 4-cycle tiller, and replacement/relocation of HVAC system that services the offices at Swan Harbor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interfund Reimbursement</td>
<td>0</td>
<td>19,500</td>
<td>19,500</td>
</tr>
<tr>
<td>Interfund Reimbursement - funds will complete the repair/resurfacing of Swan Harbor Farm's entrance driveway and parking lot by Department of Public Works staff</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Swan Harbor Pier
COUNTY - AG PRESERVATION
## FY 14 Approved County - Ag Preservation Revenue Breakdown

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer Tax</td>
<td>78%</td>
<td>4,800,000</td>
</tr>
<tr>
<td><strong>Miscellaneous:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>11%</td>
<td>646,244</td>
</tr>
<tr>
<td>Proceeds from Lot Exclusion</td>
<td>11%</td>
<td>663,464</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>11%</td>
<td>712,755</td>
</tr>
</tbody>
</table>

**Total County - Ag Preservation Revenues**: 6,176,219
COUNTY - AG PRESERVATION REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $6,176,219

Transfer Tax
$4,800,000
78%

Fund Balance
$712,755
11%

Miscellaneous
$663,464
11%
<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AG PRESERVATION - COUNTY</td>
<td>14%</td>
<td>852,824</td>
<td>DEBT SERVICE</td>
<td>86%</td>
<td>5,323,395</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL COUNTY - AG PRESERVATION APPROPRIATIONS</td>
<td></td>
<td></td>
<td></td>
<td>6,176,219</td>
<td></td>
</tr>
</tbody>
</table>
COUNTY - AG PRESERVATION APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $6,176,219
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 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 lump sum payment constituting the remainder of the principal. This final principal payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

As of July 2013, the County has acquired 47,542 acres of farm land through County and State Agricultural Preservation programs along with donated easements.
## AGRICULTURAL PRESERVATION - COUNTY

### FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>PERSONAL SERVICES</td>
<td>79,200</td>
<td>86,147</td>
<td>75,415</td>
<td>81,614</td>
</tr>
<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>7,969</td>
<td>37,383</td>
<td>25,000</td>
<td>30,000</td>
</tr>
<tr>
<td>50</td>
<td>CAPITAL OUTLAY</td>
<td>0</td>
<td>7,156,127</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>60</td>
<td>DEBT SERVICE</td>
<td>4,057,969</td>
<td>4,241,415</td>
<td>6,299,868</td>
<td>5,293,395</td>
</tr>
<tr>
<td>70</td>
<td>MISCELLANEOUS</td>
<td>39,025</td>
<td>144,228</td>
<td>403,675</td>
<td>771,210</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td><strong>4,184,163</strong></td>
<td><strong>11,665,300</strong></td>
<td><strong>6,803,958</strong></td>
<td><strong>6,176,219</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DEPARTMENT:

<table>
<thead>
<tr>
<th>Department</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>06</td>
<td>PLANNING &amp; ZONING</td>
<td>118,225</td>
<td>7,386,502</td>
<td>479,090</td>
<td>852,824</td>
</tr>
<tr>
<td>66</td>
<td>DEBT SERVICE</td>
<td>4,065,938</td>
<td>4,278,798</td>
<td>6,324,868</td>
<td>5,323,395</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td><strong>4,184,163</strong></td>
<td><strong>11,665,300</strong></td>
<td><strong>6,803,958</strong></td>
<td><strong>6,176,219</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY REVENUE SOURCE:

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRANSFER TAX</td>
<td>5,620,987</td>
<td>4,893,158</td>
<td>4,800,000</td>
<td>4,800,000</td>
<td>4,800,000</td>
</tr>
<tr>
<td>FUND BALANCE APPROPRIATION</td>
<td>0</td>
<td>0</td>
<td>1,219,186</td>
<td>712,755</td>
<td>712,755</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>1,479,954</td>
<td>5,117,943</td>
<td>767,552</td>
<td>646,244</td>
<td>646,244</td>
</tr>
<tr>
<td>MISCELLANEOUS REVENUES</td>
<td>32,338</td>
<td>6,995,127</td>
<td>17,220</td>
<td>17,220</td>
<td>17,220</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>7,133,279</strong></td>
<td><strong>17,006,228</strong></td>
<td><strong>6,803,958</strong></td>
<td><strong>6,176,219</strong></td>
<td><strong>6,176,219</strong></td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,800,000</td>
<td>4,800,000</td>
<td>0 Transfer Tax - FY 14 budget for Transfer Tax is based on actual collections for FY 13.</td>
</tr>
<tr>
<td>767,552</td>
<td>646,244</td>
<td>(121,308) Investment Income - interest income on investments purchased for the agricultural preservation is projected to be lower in FY 2014, due to fewer US strip treasures maturing in FY 14.</td>
</tr>
<tr>
<td>17,220</td>
<td>17,220</td>
<td>0 Miscellaneous Revenues - &quot;Proceeds from Lot Exclusions&quot; are proceeds from landowners who have entered into Ag Preservation Program, and who wish to take advantage of the two acre lot exclusion for themselves or their children. Proceeds will be based on the original per acre price paid to the landowner at the time of settlement and collection from previous Fiscal Years.</td>
</tr>
<tr>
<td>1,219,186</td>
<td>712,755</td>
<td>(506,431) Fund Balance Appropriated - Excess unappropriated fund balance at the end of the fiscal year is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.</td>
</tr>
</tbody>
</table>

The ($627,739) net decrease in Agricultural Preservation - County Fund revenues is projected to result from:

FY 14 Approved Budget $6,176,219
FY 13 Approved Budget $6,803,958
$ decline ($627,739)
% decline (9.23%)
The ($627,739) net decrease in funding for the Agricultural Preservation - County Fund is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>2,302</td>
<td>2,302</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>4,305</td>
<td>4,784</td>
<td>479</td>
</tr>
<tr>
<td>o</td>
<td>18,185</td>
<td>17,054</td>
<td>(1,131)</td>
</tr>
<tr>
<td>o</td>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>25,000</td>
<td>30,000</td>
<td>5,000</td>
</tr>
<tr>
<td>o</td>
<td>2,995,399</td>
<td>2,090,108</td>
<td>(905,291)</td>
</tr>
<tr>
<td>o</td>
<td>3,279,469</td>
<td>3,173,287</td>
<td>(106,182)</td>
</tr>
<tr>
<td>o</td>
<td>25,000</td>
<td>30,000</td>
<td>5,000</td>
</tr>
<tr>
<td>o</td>
<td>403,675</td>
<td>771,210</td>
<td>367,535</td>
</tr>
</tbody>
</table>
STATE - AG PRESERVATION
<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>%</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERGOVERNMENTAL/STATE</td>
<td>98%</td>
<td>78,000</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>2%</td>
<td>2,000</td>
</tr>
</tbody>
</table>

**TOTAL STATE - AG PRESERVATION REVENUES**

80,000
STATE - AG PRESERVATION REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $80,000

Intergovernmental/State
$78,000
98%

Investment Income
$2,000
2%
<table>
<thead>
<tr>
<th>AG PRESERVATION - STATE</th>
<th>100%</th>
<th>80,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL STATE - AG PRESERVATION APPROPRIATIONS</td>
<td>80,000</td>
<td></td>
</tr>
</tbody>
</table>
STATE - AG PRESERVATION APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $80,000
ORIGIN/PURPOSE:

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

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

- a portion of the State’s Property Transfer Tax, which is assessed on all real property transfers
- local subdivision matching funds for easement purchases
- a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax; these funds are then shared in the following manner:

  ◊ Maryland counties, without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. They retain one-third for agricultural land preservation purposes.

  ◊ Counties that have a Certified Local Agricultural Land Preservation Program may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation.

As of July 2013, the County has acquired 47,542 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.
### AGRICULTURAL PRESERVATION - STATE

**FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>350</td>
<td>350</td>
<td>350</td>
</tr>
<tr>
<td>30 SUPPLIES AND MATERIALS</td>
<td>1,614</td>
<td>774</td>
<td>1,650</td>
<td>1,650</td>
<td>1,650</td>
</tr>
<tr>
<td>40 BUSINESS AND TRAVEL</td>
<td>585</td>
<td>121</td>
<td>850</td>
<td>850</td>
<td>850</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>38,665</td>
<td>1,372</td>
<td>67,150</td>
<td>47,150</td>
<td>47,150</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>70,864</strong></td>
<td><strong>32,267</strong></td>
<td><strong>100,000</strong></td>
<td><strong>80,000</strong></td>
<td><strong>80,000</strong></td>
</tr>
</tbody>
</table>

**SUMMARY BY DEPARTMENT:**

<table>
<thead>
<tr>
<th>Department</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>06 PLANNING &amp; ZONING</td>
<td>70,864</td>
<td>32,267</td>
<td>100,000</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>70,864</strong></td>
<td><strong>32,267</strong></td>
<td><strong>100,000</strong></td>
<td><strong>80,000</strong></td>
<td><strong>80,000</strong></td>
</tr>
</tbody>
</table>

**SUMMARY BY REVENUE SOURCE:**

<table>
<thead>
<tr>
<th>Source</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRANSFER TAX - STATE</td>
<td>69,992</td>
<td>33,214</td>
<td>98,000</td>
<td>78,000</td>
<td>78,000</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>(79)</td>
<td>(43)</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>69,913</strong></td>
<td><strong>33,171</strong></td>
<td><strong>100,000</strong></td>
<td><strong>80,000</strong></td>
<td><strong>80,000</strong></td>
</tr>
</tbody>
</table>
AGRICULTURAL PRESERVATION - STATE

FINANCIAL NOTES:

FY 14 Approved Budget $80,000
FY 13 Approved Budget $100,000

$ decline ($20,000)
% decline (20.00%)

The ($20,000) net decrease in Agricultural Preservation - State Fund revenues are projected as follows:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o 2,000</td>
<td>2,000</td>
<td>0 Investment Income - FY 14 Investment Income is expected to stay the same as last year.</td>
</tr>
<tr>
<td>o 98,000</td>
<td>78,000</td>
<td>(20,000) Transfer Tax State - FY 14 budget for Transfer Tax is based on the actual collections for FY 13.</td>
</tr>
</tbody>
</table>
The ($20,000) net decrease in funding for the Agricultural Preservation - State Fund are appropriated as follows:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>30,000</td>
<td>30,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>This revenue is used by the County to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator.</td>
</tr>
<tr>
<td>o</td>
<td>67,150</td>
<td>47,150</td>
<td>(20,000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Harford County's match to MALPF for easement purchases the Foundation will make on the County's behalf based on available revenues.</td>
</tr>
</tbody>
</table>
(THIS PAGE IS LEFT BLANK INTENTIONALLY)
STORMWATER MANAGEMENT
## FY 14 Approved Stormwater Management Fund

### Revenue Breakdown

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Management Fee</td>
<td>85%</td>
<td>1,065,725</td>
</tr>
<tr>
<td>General Fund Grant</td>
<td>15%</td>
<td>194,266</td>
</tr>
</tbody>
</table>

**Total Stormwater Management Fund - Revenues**: 1,259,991
STORMWATER MANAGEMENT REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $1,259,991

General Fund Grant $194,266 15%

Stormwater Management Fee $1,065,725 85%
<table>
<thead>
<tr>
<th>STORMWATER MANAGEMENT</th>
<th>100%</th>
<th>1,259,991</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL STORMWATER MANAGEMENT APPROPRIATIONS</td>
<td>1,259,991</td>
<td></td>
</tr>
</tbody>
</table>
STORMWATER MANAGEMENT APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $1,259,991
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 July 1, 2013. Revenue resulting from this fee can only be used for Watershed Protection and Restoration Programs.

All funds were transferred from #303310 Bureau of Water Resources to a new index #303320 - Stormwater Management under a new Stormwater Management Fund.

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.

FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11 AUDITED</th>
<th>FY 12 AUDITED</th>
<th>FY 13 ORIGINAL BUDGET</th>
<th>FY 14 EXECUTIVE PROPOSED</th>
<th>FY 14 ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,199,026</td>
<td>1,199,026</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>29,870</td>
<td>29,870</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10,795</td>
<td>10,795</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20,100</td>
<td>20,100</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9,240,009</td>
<td>0</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

GRAND TOTAL

| | 0 | 0 | 0 | 10,500,000 | 1,259,991 |

SUMMARY BY DEPARTMENT:

<table>
<thead>
<tr>
<th>Department</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 PUBLIC WORKS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,900,000</td>
<td>1,259,991</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6,600,000</td>
<td>0</td>
</tr>
</tbody>
</table>

GRAND TOTAL

| | 0 | 0 | 0 | 10,500,000 | 1,259,991 |

SUMMARY BY REVENUE SOURCE:

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL FUND GRANTS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>194,266</td>
</tr>
<tr>
<td>STORMWATER MANAGEMENT FEE</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10,500,000</td>
<td>1,065,725</td>
</tr>
</tbody>
</table>

GRAND TOTAL

| | 0 | 0 | 0 | 10,500,000 | 1,259,991 |
STORMWATER MANAGEMENT

FINANCIAL NOTES:

FY 14 Approved Budget $1,259,991
FY 13 Approved Budget $0
$ growth $1,259,991
% increase 100.00%

The $1,259,991 net increase in Stormwater Management revenue is projected to result from:

**STORMWATER MANAGEMENT**

FY 13 FY 14 CHANGE

- Stormwater Management Fee - In accordance with Harford County Bill No. 13-12 the Stormwater Remediation fee for Harford County was set at a flat rate of $125 for property with residential or agricultural use; and a rate of $7.00 per 500 feet of impervious surface for a property with a business, commercial or industrial use (including apartment buildings, mobile home parks, maritime facilities, fraternal organizations or religious institutions and healthcare facilities). However, Bill No. 13-12 also states that as of July 1, 2013 only 10% of the fee will be collected. For Fiscal Year 14 this will result in a residential flat fee of $12.50 and a commercial fee of 70 cents per 500 feet of impervious surface.

- General Fund Grant - funds provided from General Fund to support the operating costs of the Stormwater Management Fund.

The $1,259,991 net increase in Solid Waste Services expense is the result of:

**SOLID WASTE SERVICES**

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>50,365</td>
<td>26,037</td>
<td>76,402</td>
</tr>
<tr>
<td>1.00</td>
<td>43,900</td>
<td>25,578</td>
<td>69,478</td>
</tr>
<tr>
<td>1.00</td>
<td>73,118</td>
<td>30,706</td>
<td>103,824</td>
</tr>
<tr>
<td>3.00</td>
<td>189,007</td>
<td>72,338</td>
<td>261,345</td>
</tr>
<tr>
<td>1.00</td>
<td>92,307</td>
<td>34,151</td>
<td>126,458</td>
</tr>
<tr>
<td>1.00</td>
<td>113,525</td>
<td>33,960</td>
<td>147,485</td>
</tr>
<tr>
<td>1.00</td>
<td>43,035</td>
<td>13,591</td>
<td>56,626</td>
</tr>
<tr>
<td>1.00</td>
<td>81,465</td>
<td>32,159</td>
<td>113,624</td>
</tr>
<tr>
<td>2.00</td>
<td>176,182</td>
<td>67,602</td>
<td>243,784</td>
</tr>
</tbody>
</table>

12.00 862,904 336,122 1,199,026
## STORMWATER MANAGEMENT

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contractual Services:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Equipment</td>
<td>8,000</td>
<td>10,000</td>
<td>Other Professional Services</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>4,000</td>
<td>500</td>
<td>Office Equipment Service</td>
</tr>
<tr>
<td>Fax Service</td>
<td>120</td>
<td>2,000</td>
<td>Operating Equipment</td>
</tr>
<tr>
<td>Legal Notice</td>
<td>100</td>
<td>4,150</td>
<td>Data Processing Software Maintenance</td>
</tr>
<tr>
<td>Other Advertising</td>
<td>1,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Materials &amp; Supplies:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>3,000</td>
<td>100</td>
<td>Audio Visual Supplies</td>
</tr>
<tr>
<td>Printing-Commercial</td>
<td>500</td>
<td>1,050</td>
<td>Drafting &amp; Display Supplies</td>
</tr>
<tr>
<td>Delivery Charges</td>
<td>600</td>
<td>1,400</td>
<td>Laboratory Supplies</td>
</tr>
<tr>
<td>General Office Mailing</td>
<td>1,500</td>
<td>500</td>
<td>Safety Equipment</td>
</tr>
<tr>
<td>Meals-Special Purpose</td>
<td>50</td>
<td>45</td>
<td>Medical Supplies</td>
</tr>
<tr>
<td>Small Tools</td>
<td>50</td>
<td>2,000</td>
<td>Other Supplies &amp; Materials</td>
</tr>
<tr>
<td><strong>Business &amp; Travel:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Owned Vehicles</td>
<td>4,800</td>
<td>50</td>
<td>Meals</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>6,000</td>
<td>200</td>
<td>Lodging</td>
</tr>
<tr>
<td>Non-Targeted Charges - FVS</td>
<td>2,000</td>
<td>250</td>
<td>Professional Books &amp; Periodicals</td>
</tr>
<tr>
<td>Mileage</td>
<td>50</td>
<td>5,000</td>
<td>Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>Parking &amp; Tolls</td>
<td>150</td>
<td>1,500</td>
<td>Training Seminars, Courses &amp; Meetings</td>
</tr>
<tr>
<td>Transportation Costs</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intergovernmental/Interfund:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Daily Carpool Rentals</td>
<td>200</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</table>

248
TAX INCREMENT FINANCING
# FY 14 Approved Tax Increment Financing Revenue Breakdown

## Total Tax Increment Financing Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Property/Special Tax</td>
<td>11%</td>
<td>1,099,000</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1%</td>
<td>40,497</td>
</tr>
<tr>
<td>Long Term Debt Proceeds</td>
<td>88%</td>
<td>8,385,964</td>
</tr>
</tbody>
</table>

- Bonds to be Authorized: 8,385,964

**Total** 9,525,461
TAX INCREMENT FINANCING REVENUES
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $9,525,461

Real Property/Special Tax
$1,099,000
11%

Investment Income
$40,497
1%

Long Term Debt Proceeds
$8,385,964
88%
## FY 14 APPROVED TAX INCREMENT FINANCING
### APPROPRIATIONS BREAKDOWN

<table>
<thead>
<tr>
<th>Service Costs</th>
<th>67%</th>
<th>6,405,461</th>
<th>Interest</th>
<th>33%</th>
<th>3,120,000</th>
</tr>
</thead>
</table>

**Total Tax Increment Financing Appropriations**  
9,525,461
TAX INCREMENT FINANCING APPROPRIATIONS
Fiscal Year 2013 - 2014
TOTAL APPROVED BUDGET $9,525,461

- Interest
  $3,120,000
  33%

- Service Costs
  $6,405,461
  67%
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 James Run Development Tax Increment Fund and the James Run Development Special Taxes Fund are special funds that were authorized by Bill 12-35. The Bill provides that the County may issue not more than $23,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. It also pledges the real property taxes collected with respect to the tax increment of properties in the district to payment of the bonds to be issued and also authorizes the imposition of a special tax on properties within the district to the extent the tax increment received is insufficient to pay debt service on the bonds and other allowable costs and expenses.

The bonds shall not be an indebtedness of the County for which the County is obligated to levy or pledge, or has levied or pledged, ad valorem taxes or special taxes of the County other than the real property taxes representing the levy of the tax increment on properties located in the Development District or the Special Taxing District. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County of a pledge of the County's full faith and credit or taxing power. The only funds the County will be obligated to use to make payment on the bonds and the cost of issuance will be those that result from real property taxes levied by the County on the tax increment on properties located in the Development District and, if such revenues are or will be insufficient, the Special Tax levied on and collected from property located in the Special Taxing District and any other moneys held under and as provided by the indenture pursuant to which the bonds were issued.
<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEBT SERVICE</td>
<td>1,146,834</td>
<td>829,371</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,146,834</td>
<td>829,371</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUMMARY BY DEPARTMENT:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEBT SERVICE</td>
<td>1,146,834</td>
<td>829,371</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,146,834</td>
<td>829,371</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUMMARY BY REVENUE SOURCE:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>REAL PROPERTY/SPECIAL TAX</td>
<td>0</td>
<td>0</td>
<td>1,099,000</td>
<td>1,099,000</td>
<td>1,099,000</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>545</td>
<td>2,899</td>
<td>1,000</td>
<td>1,000</td>
<td>40,497</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>4,062,193</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8,385,964</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>4,062,738</td>
<td>2,899</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
</tr>
</tbody>
</table>
**TAX INCREMENT FINANCING**

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th></th>
<th>FY 14 Approved Budget</th>
<th>$9,525,461</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Approved Budget</td>
<td>$1,100,000</td>
<td></td>
</tr>
<tr>
<td>$ increase</td>
<td>$8,425,461</td>
<td></td>
</tr>
<tr>
<td>% increase</td>
<td>765.95%</td>
<td></td>
</tr>
</tbody>
</table>

The $8,425,461 net increase in revenues for Tax Increment Financing is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,099,000</td>
<td>1,099,000</td>
<td>0</td>
</tr>
<tr>
<td>1,000</td>
<td>40,497</td>
<td>39,497</td>
</tr>
<tr>
<td>0</td>
<td>8,385,964</td>
<td>8,385,964</td>
</tr>
</tbody>
</table>

Real Property/Special Tax - FY 14 will be the second year that Harford County will be assessing a Real Property/Special Tax for Beechcreek Estates Development.

Investment Income - Accumulated cash balance will result in the following estimated amounts of Investment Income revenue Beech Creek TIF @ $1,000 and James Run TIF @ $39,497.

Bonds to be authorized - 2014 Issue - James Run TIF

The $8,425,461 net increase in funding for FY 14 is due to the addition of a new TIF - James Run Development:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,050,000</td>
<td>3,120,000</td>
<td>2,070,000</td>
</tr>
<tr>
<td>50,000</td>
<td>6,405,461</td>
<td>6,355,461</td>
</tr>
</tbody>
</table>

Interest - Beechcreek 2011 Bonds @ $1,050,000 and James Run 2014 Bonds @ $2,070,000

Service Costs - Cost of Issuance Beechcreek @ $50,000 and James Run @ $6,355,461
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 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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>1,091,513</td>
<td>1,188,918</td>
<td>1,168,372</td>
<td>1,248,349</td>
<td>1,248,349</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
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<td>336,379</td>
<td>275,417</td>
<td>260,417</td>
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<tr>
<td>SUPPLIES &amp; MATERIALS</td>
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<td>21,286</td>
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<td>47,050</td>
<td>47,050</td>
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<td>BUSINESS &amp; TRAVEL</td>
<td>46,270</td>
<td>48,173</td>
<td>74,250</td>
<td>74,250</td>
<td>74,250</td>
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<tr>
<td>CAPITAL OUTLAY</td>
<td>6,620</td>
<td>1,940</td>
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<tr>
<td>MISCELLANEOUS</td>
<td>310,850</td>
<td>281,805</td>
<td>502,400</td>
<td>553,280</td>
<td>553,280</td>
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<tr>
<td>INTERGOVERNMENTAL/INTERFUND</td>
<td>105</td>
<td>3,180</td>
<td>2,500</td>
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</table>

**GRAND TOTAL** | **1,850,998** | **1,881,681** | **2,069,989** | **2,185,846** | **2,185,846**

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th></th>
<th>11 GENERAL</th>
<th>11 GENERAL</th>
<th>11 GENERAL</th>
<th>11 GENERAL</th>
<th>11 GENERAL</th>
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<tbody>
<tr>
<td></td>
<td>1,850,998</td>
<td>1,881,681</td>
<td>2,069,989</td>
<td>2,185,846</td>
<td>2,185,846</td>
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</table>

**GRAND TOTAL** | **1,850,998** | **1,881,681** | **2,069,989** | **2,185,846** | **2,185,846**

#### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
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<tbody>
<tr>
<td></td>
<td>815,948</td>
<td>783,486</td>
<td>892,098</td>
<td>962,619</td>
<td>962,619</td>
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<tr>
<td></td>
<td>013000 OFFICE OF CHIEF OF STAFF</td>
<td>392,182</td>
<td>419,880</td>
<td>427,231</td>
<td>451,547</td>
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<tr>
<td></td>
<td>014000 DIVISION OF AGRICULTURAL AFFAIRS</td>
<td>399,178</td>
<td>425,636</td>
<td>373,062</td>
<td>379,012</td>
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<tr>
<td></td>
<td>015000 CONSTITUENT SERVICES</td>
<td>243,690</td>
<td>252,679</td>
<td>377,598</td>
<td>392,668</td>
</tr>
</tbody>
</table>

**GRAND TOTAL** | **1,850,998** | **1,881,681** | **2,069,989** | **2,185,846** | **2,185,846**
COUNTY EXECUTIVE

FINANCIAL NOTES:
The $115,857 net increase in funding for County Executive is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o 37,486 FY 13 Merit increase of 4% for eligible employees</td>
<td>37,486</td>
<td>37,486</td>
<td>0</td>
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<tr>
<td>o 8,233 Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>82,333</td>
<td>82,333</td>
<td>0</td>
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<tr>
<td>o 22,819 PEHP (Post Employment Health Plan)</td>
<td>22,819</td>
<td>22,819</td>
<td>0</td>
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<tr>
<td>o 200,035 Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>211,104</td>
<td>211,104</td>
<td>11,069</td>
</tr>
<tr>
<td>o 0 Other Professional Services - Agricultural Affairs and Constituent Services outsourcing professional services</td>
<td>130,000</td>
<td>130,000</td>
<td>0</td>
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<tr>
<td>o 15,000 Management Services - reduction based on actual expenses anticipated</td>
<td>88,000</td>
<td>73,000</td>
<td>(15,000)</td>
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Grants & Contributions:

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<th>Grant</th>
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<th>FY 14</th>
<th>Change</th>
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<tr>
<td>Steppingstone Museum</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Havre de Grace Decoy Museum</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Concord Point Lighthouse</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Chesapeake Heritage Conservancy</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Havre de Grace Maritime Museum</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Susquehanna Lockhouse</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Ladew Gardens</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
<tr>
<td>Harford County Historical Society</td>
<td>15,000</td>
<td>15,000</td>
<td>0</td>
</tr>
<tr>
<td>Hosanna School</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Shock Trauma</td>
<td>10,000</td>
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<td>0</td>
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<tr>
<td>Maryland Historical Society</td>
<td>3,000</td>
<td>3,000</td>
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<td>Center for the Visual &amp; Performing Arts</td>
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<td>Miscellaneous</td>
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<td>55,000</td>
<td>0</td>
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<tr>
<td>Community Crime/Drug Grants</td>
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<td>Young Farmers</td>
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<td>Wind Energy/Anemometers</td>
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<td>Ag Challenge Training</td>
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<td>Ag Marketing Co-Op</td>
<td>123,500</td>
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<td>Commodity Ag Outreach grants</td>
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<tr>
<td>Highland Commons</td>
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<td>50,880</td>
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<tr>
<td>Lower Susquehanna Heritage Greenway</td>
<td>12,000</td>
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<td>0</td>
</tr>
<tr>
<td>Forest Conservancy</td>
<td>7,500</td>
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<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td></td>
<td>492,900</td>
<td>543,780</td>
<td>50,880</td>
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260
## DEPARTMENT STAFF SUMMARY

### DEPARTMENT: COUNTY EXECUTIVE

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Secretary II</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
<td>54,703</td>
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<td>1.00</td>
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<td>1.00</td>
<td>68,990</td>
<td>1.00</td>
<td>71,750</td>
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<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>53,611</td>
<td>1.00</td>
<td>53,611</td>
<td>1.00</td>
<td>55,755</td>
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<tr>
<td>Administrative Specialist II</td>
<td>2.00</td>
<td>117,627</td>
<td>2.00</td>
<td>117,627</td>
<td>2.00</td>
<td>122,332</td>
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<td>Chief of Staff</td>
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<td>1.00</td>
<td>110,947</td>
<td>1.00</td>
<td>115,385</td>
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<td>County Executive</td>
<td>1.00</td>
<td>102,111</td>
<td>1.00</td>
<td>102,111</td>
<td>1.00</td>
<td>105,136</td>
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<tr>
<td>Deputy Chief of Staff</td>
<td>1.00</td>
<td>81,800</td>
<td>2.00</td>
<td>163,800</td>
<td>2.00</td>
<td>170,352</td>
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<tr>
<td>Management Assistant I</td>
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<td>50,930</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>2.00</td>
<td>153,649</td>
<td>2.00</td>
<td>153,649</td>
<td>2.00</td>
<td>159,795</td>
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**SALARY TOTAL**

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<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.00</td>
<td>792,264</td>
<td>11.00</td>
<td>823,334</td>
<td>11.00</td>
<td>855,208</td>
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### OTHER PERSONAL SERVICES

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<th>Services</th>
<th>FY 12 Salaries</th>
<th>FY 13 Salaries</th>
<th>FY 14 Salaries</th>
</tr>
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<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>102,995</td>
<td>74,100</td>
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<td>PEHP</td>
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<tr>
<td>FICA</td>
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<td>62,728</td>
<td>65,319</td>
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<tr>
<td>Miscellaneous</td>
<td>1,540</td>
<td>1,540</td>
<td>1,540</td>
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**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Salaries</th>
<th>FY 13 Salaries</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>369,896</td>
<td>345,038</td>
<td>393,141</td>
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</table>

**TOTAL 27TH PAY COSTS**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Salaries</th>
<th>FY 13 Salaries</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>36,755</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Salaries</th>
<th>FY 13 Salaries</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,198,915</td>
<td>1,168,372</td>
<td>1,248,349</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>10</td>
<td>PERSONAL SERVICES</td>
<td>399,694</td>
<td>436,358</td>
<td>427,498</td>
<td>462,139</td>
</tr>
<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>82,411</td>
<td>51,373</td>
<td>66,500</td>
<td>51,500</td>
</tr>
<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td>17,373</td>
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<td>22,900</td>
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<td>40</td>
<td>BUSINESS &amp; TRAVEL</td>
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<td>38,700</td>
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<td>50</td>
<td>CAPITAL OUTLAY</td>
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<td>1,940</td>
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<tr>
<td>70</td>
<td>MISCELLANEOUS</td>
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<td>252,780</td>
<td>336,500</td>
<td>387,380</td>
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<tr>
<td>80</td>
<td>INTERFUND/INTERGOVERNMENTAL</td>
<td>48</td>
<td>150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>815,948</strong></td>
<td><strong>783,486</strong></td>
<td><strong>892,098</strong></td>
<td><strong>962,619</strong></td>
<td><strong>962,619</strong></td>
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### FUNDING SOURCE:

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<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>GENERAL</td>
<td>815,498</td>
<td>783,486</td>
<td>892,098</td>
<td>962,619</td>
</tr>
</tbody>
</table>
The $70,521 net increase in funding for County Executive - Office of the County Executive is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o FY 13 Merit increase of 4% for eligible staff</td>
<td>13,040</td>
<td>13,040</td>
<td>0</td>
</tr>
<tr>
<td>o Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>72,740</td>
<td>77,620</td>
<td>4,880</td>
</tr>
<tr>
<td>o Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>27,274</td>
<td>30,304</td>
<td>3,030</td>
</tr>
<tr>
<td>o PEHP (Post Employment Health Plan)</td>
<td>13,691</td>
<td>13,691</td>
<td>0</td>
</tr>
<tr>
<td>o Management Services - funding for special projects, task force, commissions reduced based on actual expenses anticipated</td>
<td>35,000</td>
<td>20,000</td>
<td>(15,000)</td>
</tr>
<tr>
<td>o Grants &amp; Contributions</td>
<td>327,000</td>
<td>377,880</td>
<td>50,880</td>
</tr>
<tr>
<td>Steppingstone Museum</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Havre de Grace Decoy Museum</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Concord Point Lighthouse</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Chesapeake Heritage Conservancy</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Havre de Grace Maritime Museum</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Susquehanna Lockhouse</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Ladew Gardens</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
<tr>
<td>Harford County Historical Society</td>
<td>15,000</td>
<td>15,000</td>
<td>0</td>
</tr>
<tr>
<td>Hosanna School</td>
<td>12,000</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td>Shock Trauma</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
<tr>
<td>Maryland Historical Society</td>
<td>3,000</td>
<td>3,000</td>
<td>0</td>
</tr>
<tr>
<td>Center for the Visual &amp; Performing Arts</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
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<tr>
<td>Miscellaneous</td>
<td>55,000</td>
<td>55,000</td>
<td>0</td>
</tr>
<tr>
<td>Community Crime/Drug Grants</td>
<td>100,000</td>
<td>100,000</td>
<td>0</td>
</tr>
<tr>
<td>Highlands Commons</td>
<td>0</td>
<td>50,880</td>
<td>50,880</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>327,000</strong></td>
<td><strong>377,880</strong></td>
<td><strong>50,880</strong></td>
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</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY EXECUTIVE  
**DIVISION:** OFFICE OF THE COUNTY EXECUTIVE  
Index No. 011000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>68,990</td>
<td>1.00</td>
<td>68,990</td>
<td>1.00</td>
<td>71,750</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>53,611</td>
<td>1.00</td>
<td>53,611</td>
<td>1.00</td>
<td>55,755</td>
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<tr>
<td>County Executive</td>
<td>1.00</td>
<td>102,111</td>
<td>1.00</td>
<td>102,111</td>
<td>1.00</td>
<td>105,136</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>78,332</td>
<td>1.00</td>
<td>78,332</td>
<td>1.00</td>
<td>81,465</td>
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</table>

**SALARY TOTAL**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.00</td>
<td>303,044</td>
<td>4.00</td>
<td>303,044</td>
<td>4.00</td>
<td>314,106</td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12 Expenses</th>
<th>FY 13 Expenses</th>
<th>FY 14 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>39,396</td>
<td>27,274</td>
<td>31,411</td>
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<tr>
<td>Workers' Compensation</td>
<td>606</td>
<td>697</td>
<td>722</td>
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<tr>
<td>Health Benefits</td>
<td>72,480</td>
<td>72,740</td>
<td>77,620</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>13,691</td>
</tr>
<tr>
<td>FICA</td>
<td>23,183</td>
<td>23,183</td>
<td>24,029</td>
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<tr>
<td>Miscellaneous</td>
<td>560</td>
<td>560</td>
<td>560</td>
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**TOTAL OTHER PERSONAL SERVICES**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Expenses</th>
<th>FY 13 Expenses</th>
<th>FY 14 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>136,225</td>
<td>124,454</td>
<td>148,033</td>
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</table>

**TOTAL 27TH PAY COST**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Expenses</th>
<th>FY 13 Expenses</th>
<th>FY 14 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14,063</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Expenses</th>
<th>FY 13 Expenses</th>
<th>FY 14 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.00</td>
<td>453,332</td>
<td>4.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
ORIGIN/PURPOSE:

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

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

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>318,556</td>
<td>338,949</td>
<td>336,631</td>
<td>360,947</td>
<td>360,947</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>62,539</td>
<td>70,665</td>
<td>72,000</td>
<td>72,000</td>
<td>72,000</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>1,870</td>
<td>718</td>
<td>5,850</td>
<td>5,850</td>
<td>5,850</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>9,197</td>
<td>9,505</td>
<td>12,750</td>
<td>12,750</td>
<td>12,750</td>
</tr>
<tr>
<td>INTER-GOVERNMENTAL/INTER-FUND EXP</td>
<td>20</td>
<td>43</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>392,182</td>
<td>419,880</td>
<td>427,231</td>
<td>451,547</td>
<td>451,547</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>392,182</td>
<td>419,880</td>
<td>427,231</td>
<td>451,547</td>
<td>451,547</td>
</tr>
</tbody>
</table>
The $24,316 net increase in funding for County Executive - Office of Chief of Staff is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>11,097</td>
<td>11,097</td>
<td>FY 13 Merit Increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>21,498</td>
<td>23,886</td>
<td>2,388  Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>9,128</td>
<td>9,128</td>
<td>9,128  PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>54,555</td>
<td>55,864</td>
<td>1,309  Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>18,016</td>
<td>18,444</td>
<td>428    FICA adjustment</td>
</tr>
<tr>
<td>o</td>
<td>65,000</td>
<td>65,000</td>
<td>0      Other Professional Services - funds provided for legislative affairs per actual negotiated contract</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY EXECUTIVE  
**DIVISION:** OFFICE OF CHIEF OF STAFF  
**Index No. 013000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Secretary II</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>1.00</td>
<td>110,947</td>
<td>1.00</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>75,317</td>
<td>1.00</td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>3.00</strong></td>
<td><strong>238,863</strong></td>
<td><strong>3.00</strong></td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>31,052</td>
<td>21,498</td>
<td>24,842</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>2,841</td>
<td>3,279</td>
<td>3,375</td>
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<tr>
<td>Health Benefits</td>
<td>54,360</td>
<td>54,555</td>
<td>55,864</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,128</td>
</tr>
<tr>
<td>FICA</td>
<td>18,016</td>
<td>18,016</td>
<td>18,900</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>420</td>
<td>420</td>
<td>420</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>106,689</strong></td>
<td><strong>97,768</strong></td>
<td><strong>112,529</strong></td>
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</table>

**TOTAL 27TH PAY COSTS**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11,074</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>3.00</strong></td>
<td><strong>356,626</strong></td>
<td><strong>3.00</strong></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
The Division of Agricultural Affairs has been established in order to facilitate the coordination of all agriculturally related activities in the County, and to advise the County Executive on agricultural related issues. This office also serves as the County Executive's liaison to the agricultural community. Based on recommendations made by the Agricultural Economic Advisory Board, the Agricultural Economic Development initiatives previously performed by the Office of Economic Development will be conducted by the Division of Agricultural Affairs. This move has occurred out of recognition that agriculture remains one of the largest economic engines in the County and State. It also signifies the importance Harford County is placing on sustaining and strengthening the County's agricultural industry.

### Summary by Character:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>193,997</td>
<td>226,643</td>
<td>115,945</td>
<td>121,895</td>
<td>121,895</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>163,290</td>
<td>158,890</td>
<td>65,517</td>
<td>65,517</td>
<td>65,517</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>6,155</td>
<td>4,961</td>
<td>9,500</td>
<td>9,500</td>
<td>9,500</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>7,096</td>
<td>6,060</td>
<td>16,200</td>
<td>16,200</td>
<td>16,200</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>28,640</td>
<td>29,025</td>
<td>165,900</td>
<td>165,900</td>
<td>165,900</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>0</td>
<td>57</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>399,178</strong></td>
<td><strong>425,636</strong></td>
<td><strong>373,062</strong></td>
<td><strong>379,012</strong></td>
<td><strong>379,012</strong></td>
</tr>
</tbody>
</table>

### Funding Source:

<table>
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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>399,178</td>
<td>425,636</td>
<td>373,062</td>
<td>379,012</td>
<td>379,012</td>
</tr>
</tbody>
</table>
The $5,950 net increase in funding for County Executive - Division of Agricultural Affairs is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,936</td>
<td>3,936</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>7,362</td>
<td>8,180</td>
<td>818 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>18,185</td>
<td>19,405</td>
<td>1,220 Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>35,000</td>
<td>35,000</td>
<td>0 Other Professional Services - for agricultural related activities</td>
</tr>
<tr>
<td>165,900</td>
<td>165,900</td>
<td>0 Grants and Contributions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,500</td>
<td>2,500</td>
<td>0 Young Farmers</td>
</tr>
<tr>
<td>2,500</td>
<td>2,500</td>
<td>0 Wind Energy/Anemometers</td>
</tr>
<tr>
<td>5,000</td>
<td>5,000</td>
<td>0 Ag Challenge Training grants</td>
</tr>
<tr>
<td>123,500</td>
<td>123,500</td>
<td>0 Ag Marketing Co-op - grants for emerging technologies benefitting the agricultural community</td>
</tr>
<tr>
<td>12,900</td>
<td>12,900</td>
<td>0 Commodity Ag Outreach grants</td>
</tr>
<tr>
<td>12,000</td>
<td>12,000</td>
<td>0 Lower Susquehanna Heritage Greenway</td>
</tr>
<tr>
<td>7,500</td>
<td>7,500</td>
<td>0 Forest Conservancy</td>
</tr>
</tbody>
</table>

| 165,900 | 165,900 | 0 |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY EXECUTIVE  
**DIVISION:** DIVISION OF AGRICULTURAL AFFAIRS  
**Index No. 014000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Chief of Staff</td>
<td>1.00</td>
<td>81,800</td>
<td>1.00</td>
<td>81,800</td>
<td>1.00</td>
<td>85,072</td>
</tr>
<tr>
<td>Management Assistant I</td>
<td>1.00</td>
<td>50,930</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**  
2.00 132,730 1.00 81,800 1.00 85,072

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>17,255</td>
<td>7,362</td>
<td>8,507</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>2,008</td>
<td>2,200</td>
<td>2,263</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>36,240</td>
<td>18,185</td>
<td>19,405</td>
</tr>
<tr>
<td>FICA</td>
<td>10,154</td>
<td>6,258</td>
<td>6,508</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>140</td>
<td>140</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
65,937 34,145 36,823

**TOTAL 27TH PAY COSTS**  
6,160 0 0

**TOTAL PERSONAL SERVICES**  
2.00 204,827 1.00 115,945 1.00 121,895

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
Department Goal
To ensure that agriculture remains a viable industry in Harford County.

Department Objective
To increase the economic viability of the agriculture industry.

County Goal(s) Supported
VI. Quality Living

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$433,293</td>
<td>$456,386</td>
<td>$425,636</td>
<td>$373,062</td>
<td>$379,012</td>
</tr>
<tr>
<td>Number of staff</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of advertisements and/or public service announcements for agricultural outreach</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Number of ag businesses contacted regarding expansions and improvements</td>
<td>25</td>
<td>22</td>
<td>25</td>
<td>22</td>
<td>25</td>
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<tr>
<td>Number of students educated on the importance of agriculture</td>
<td>3,200</td>
<td>2,800</td>
<td>3,000</td>
<td>2,800</td>
<td>3,000</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of total population of farmers reached</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Number of farmers who assisted with education</td>
<td>18</td>
<td>15</td>
<td>15</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Ag Marketing Co-Op Grants</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
The Division of Agriculture provides critical information, responds, and assists farmers with Agricultural Program criteria. It is important to give guidance, support, and assistance to existing and prospective farmers relating to the Agricultural Program so that farmers are well educated in the agricultural process.

Major Related Plans and Policies
Land Use Master Plan; Land Preservation

271
ORIGIN/PURPOSE:

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

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>179,266</td>
<td>186,968</td>
<td>288,298</td>
<td>303,368</td>
<td>303,368</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>55,664</td>
<td>55,451</td>
<td>71,400</td>
<td>71,400</td>
<td>71,400</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>6,338</td>
<td>2,158</td>
<td>8,800</td>
<td>8,800</td>
<td>8,800</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>2,385</td>
<td>5,172</td>
<td>6,600</td>
<td>6,600</td>
<td>6,600</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL/INTERFUND</td>
<td>37</td>
<td>2,930</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>243,690</td>
<td>252,679</td>
<td>377,598</td>
<td>392,668</td>
<td>392,668</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>243,690</td>
<td>252,679</td>
<td>377,598</td>
<td>392,668</td>
<td>392,668</td>
</tr>
</tbody>
</table>
The $15,070 net increase in funding for County Executive - Constituent Services is the result of:

<table>
<thead>
<tr>
<th>Activity</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Merit Increase of 4% for eligible staff</td>
<td>9,413</td>
<td>9,413</td>
<td>0</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustment per Treasury's estimates</td>
<td>17,966</td>
<td>19,963</td>
<td>1,997</td>
</tr>
<tr>
<td>Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>54,555</td>
<td>58,215</td>
<td>3,660</td>
</tr>
<tr>
<td>Other Professional Service - funds provide for constituent surveys conducted within the County</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
</tr>
<tr>
<td>Management Services - funds provide for contractual legislative services</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY EXECUTIVE  
**DIVISION:** CONSTITUENT SERVICES  
**Index No. 015000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Specialist II</td>
<td>2.00</td>
<td>117,627</td>
<td>2.00</td>
</tr>
<tr>
<td>Deputy Chief of Staff</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>2.00</td>
<td>117,627</td>
<td>3.00</td>
</tr>
<tr>
<td>OTHER PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>15,292</td>
<td>17,966</td>
<td>20,761</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>235</td>
<td>459</td>
<td>478</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>36,240</td>
<td>54,555</td>
<td>58,215</td>
</tr>
<tr>
<td>FICA</td>
<td>8,998</td>
<td>15,271</td>
<td>15,882</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>420</td>
<td>420</td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>61,045</td>
<td>88,671</td>
<td>95,756</td>
</tr>
<tr>
<td>TOTAL 27TH PAY COSTS</td>
<td></td>
<td>5,458</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td>2.00</td>
<td>184,130</td>
<td>3.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
ADMINISTRATION

ORIGIN/PURPOSE:

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

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

MISSION STATEMENT:

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

FY '13 - '14 KEY GOALS:

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

#### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>PERSONAL SERVICES</td>
<td>6,862,798</td>
<td>4,916,617</td>
<td>4,722,870</td>
<td>4,934,346</td>
</tr>
<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>3,049,377</td>
<td>1,438,498</td>
<td>1,797,806</td>
<td>1,770,806</td>
</tr>
<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td>527,377</td>
<td>480,995</td>
<td>493,523</td>
<td>499,223</td>
</tr>
<tr>
<td>40</td>
<td>BUSINESS &amp; TRAVEL</td>
<td>154,901</td>
<td>115,173</td>
<td>121,580</td>
<td>124,680</td>
</tr>
<tr>
<td>50</td>
<td>CAPITAL OUTLAY</td>
<td>24,167</td>
<td>31,481</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70</td>
<td>MISCELLANEOUS</td>
<td>82,800</td>
<td>8,885</td>
<td>45,000</td>
<td>195,000</td>
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<tr>
<td>80</td>
<td>INTER-GOVERNMENTAL/INTERFUND</td>
<td>39,028</td>
<td>1,124</td>
<td>500</td>
<td>1,100</td>
</tr>
<tr>
<td></td>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>10,740,448</strong></td>
<td><strong>6,992,773</strong></td>
<td><strong>7,181,279</strong></td>
<td><strong>7,375,155</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>FUND</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>GENERAL</td>
<td>10,740,448</td>
<td>6,992,773</td>
<td>7,181,279</td>
<td>7,375,155</td>
</tr>
<tr>
<td></td>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>10,740,448</strong></td>
<td><strong>6,992,773</strong></td>
<td><strong>7,181,279</strong></td>
<td><strong>7,375,155</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>DIVISION</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>021000 DIRECTOR OF ADMINISTRATION</td>
<td>421,445</td>
<td>379,091</td>
<td>420,405</td>
<td>431,430</td>
<td>581,430</td>
</tr>
<tr>
<td>021500 SUSTAINABILITY OFFICE</td>
<td>0</td>
<td>241,020</td>
<td>257,708</td>
<td>258,124</td>
<td>258,124</td>
</tr>
<tr>
<td>023000 CENTRAL SERVICES</td>
<td>557,855</td>
<td>606,681</td>
<td>594,166</td>
<td>598,928</td>
<td>598,928</td>
</tr>
<tr>
<td>024000 BUDGET &amp; MANAGEMENT RESEARCH</td>
<td>599,289</td>
<td>599,453</td>
<td>669,378</td>
<td>701,532</td>
<td>701,532</td>
</tr>
<tr>
<td>028100 INFORMATION &amp; COMMUNICATION TECH</td>
<td>3,921,422</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>029000 RISK MANAGEMENT</td>
<td>737,945</td>
<td>1,628,643</td>
<td>1,479,112</td>
<td>1,603,984</td>
<td>1,603,984</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>10,740,448</strong></td>
<td><strong>6,992,773</strong></td>
<td><strong>7,181,279</strong></td>
<td><strong>7,375,155</strong></td>
<td><strong>7,525,155</strong></td>
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</tbody>
</table>
The $343,876 net increase in funding for Administration is the result of:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Salaries</td>
<td>3,056,626</td>
<td>2,981,146</td>
<td>(75,480)</td>
</tr>
<tr>
<td>Salary adjustments based on the recommendations of the Department of Human Resources</td>
<td>11,911</td>
<td>(87,391)</td>
<td>(75,480)</td>
</tr>
<tr>
<td>Staff Turnover</td>
<td>(2.86%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time Custodial Worker II position converted to full-time:</td>
<td>8,090</td>
<td>8,090</td>
<td>0</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
<td>Total</td>
</tr>
<tr>
<td>(0.75)</td>
<td>(19,079)</td>
<td>(21,788)</td>
<td>(40,867)</td>
</tr>
<tr>
<td>1.00</td>
<td>26,456</td>
<td>22,501</td>
<td>48,957</td>
</tr>
<tr>
<td>0.25</td>
<td>7,377</td>
<td>713</td>
<td>8,090</td>
</tr>
<tr>
<td>One (1) full-time position created from abolished position in Procurement:</td>
<td>52,356</td>
<td>52,356</td>
<td>0</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
<td>Total</td>
</tr>
<tr>
<td>1.00</td>
<td>33,100</td>
<td>19,256</td>
<td>52,356</td>
</tr>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>133,921</td>
<td>133,921</td>
<td>0</td>
</tr>
<tr>
<td>Part-time Salaries - turnover of a Custodial Worker</td>
<td>98,053</td>
<td>96,634</td>
<td>(1,419)</td>
</tr>
<tr>
<td>Temporary Salaries - reduced due to permanent Special Police Officer I position created</td>
<td>36,400</td>
<td>0</td>
<td>(36,400)</td>
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<tr>
<td>Pension/Retirement rate adjustments per Treasury’s estimate</td>
<td>287,383</td>
<td>306,176</td>
<td>18,793</td>
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<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>127,785</td>
<td>127,785</td>
<td>0</td>
</tr>
<tr>
<td>Health Benefits are adjusted for a 12% cost increase as well as staff opting for changes in level of coverage</td>
<td>879,724</td>
<td>871,616</td>
<td>(8,086)</td>
</tr>
<tr>
<td>Overtime adjusted based on actual expense history</td>
<td>38,500</td>
<td>41,500</td>
<td>3,000</td>
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<tr>
<td>FICA adjustments</td>
<td>246,669</td>
<td>238,468</td>
<td>(8,201)</td>
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FINANCIAL NOTES:

<table>
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<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>o</td>
<td>13,500</td>
<td>13,500</td>
<td>0</td>
</tr>
<tr>
<td>Management Services - Facilities &amp; Operations for testing facilities for hazardous materials; Risk Management for Defensive Drivers Seminars, Safety Training, Radio Frequency Identification (RFID), and Records Management System (RMS) based on actuals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>127,578</td>
<td>84,700</td>
<td>(42,878)</td>
</tr>
<tr>
<td>Other Professional Services - Budget - application for GFOA @ $900; Facilities &amp; Operations - funds for mosquito spraying @ $28,800; Director of Administration - management studies @ $50,000; and Risk Management appraisals @ $5,000 (Risk software moved to Information and Communication Technology (ICT) @ ($24,878)).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>560,070</td>
<td>580,330</td>
<td>20,260</td>
</tr>
<tr>
<td>Line items adjusted, based on actual expense history and state of the economy:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
<td></td>
</tr>
<tr>
<td>16,000</td>
<td>12,500</td>
<td>(3,500) Uniform Rental</td>
<td></td>
</tr>
<tr>
<td>51,000</td>
<td>60,000</td>
<td>9,000  Grounds Maintenance</td>
<td></td>
</tr>
<tr>
<td>22,000</td>
<td>18,000</td>
<td>(4,000) Security Systems</td>
<td></td>
</tr>
<tr>
<td>137,090</td>
<td>152,150</td>
<td>15,060 Telephone Service</td>
<td></td>
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<tr>
<td>80,300</td>
<td>85,200</td>
<td>4,900  Equipment Repair Parts</td>
<td></td>
</tr>
<tr>
<td>43,000</td>
<td>41,000</td>
<td>(2,000) Water and Sewer</td>
<td></td>
</tr>
<tr>
<td>500</td>
<td>1,100</td>
<td>600  Fleet Daily Carpool Rentals</td>
<td></td>
</tr>
<tr>
<td>500</td>
<td>1,500</td>
<td>1,000 Landscape &amp; Grounds Material</td>
<td></td>
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<tr>
<td>6,000</td>
<td>10,000</td>
<td>4,000 Small Tools</td>
<td></td>
</tr>
<tr>
<td>50,000</td>
<td>40,000</td>
<td>(10,000) Building Supplies</td>
<td></td>
</tr>
<tr>
<td>2,500</td>
<td>9,500</td>
<td>7,000 Other Supplies and Materials</td>
<td></td>
</tr>
<tr>
<td>36,350</td>
<td>39,700</td>
<td>3,350 Fuel Charges</td>
<td></td>
</tr>
<tr>
<td>75,000</td>
<td>70,000</td>
<td>(5,000) Heating Fuel (Gas)</td>
<td></td>
</tr>
<tr>
<td>4,800</td>
<td>6,900</td>
<td>2,100 Non Targeted Charges - FVS</td>
<td></td>
</tr>
<tr>
<td>35,030</td>
<td>32,780</td>
<td>(2,250) Membership Fees and Dues</td>
<td></td>
</tr>
<tr>
<td>560,070</td>
<td>580,330</td>
<td>20,260</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>45,000</td>
<td>195,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Grants &amp; Contributions - $20,000 to cover impact fees on nonprofit agency home construction, $25,000 for unanticipated grants, the following non-profits will be allotted one-time grant/contribution: SARC @ $35,000; ARC Vocational Services @ $35,000; Harford Family House @ $30,000; LASOS's @ $20,000 and Homecoming Project @ $30,000.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Engineering Services - consulting services as needed per actual expense history</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## DEPARTMENT STAFF SUMMARY

**DEPARTMENT: ADMINISTRATION**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>2.00</td>
<td>78,240</td>
<td>2.00</td>
<td>78,240</td>
<td>3.00</td>
<td>130,452</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>3.00</td>
<td>145,056</td>
<td>3.00</td>
<td>145,056</td>
<td>2.00</td>
<td>94,505</td>
</tr>
<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>68,500</td>
<td>1.00</td>
<td>65,000</td>
<td>1.00</td>
<td>65,000</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>43,031</td>
<td>1.00</td>
<td>39,900</td>
<td>1.00</td>
<td>39,900</td>
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<tr>
<td>Administrative Specialist II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>44,322</td>
<td>1.00</td>
<td>46,095</td>
</tr>
<tr>
<td>Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>64,300</td>
<td>1.00</td>
<td>66,872</td>
</tr>
<tr>
<td>Asset Manager</td>
<td>1.00</td>
<td>69,795</td>
<td>1.00</td>
<td>69,795</td>
<td>1.00</td>
<td>72,587</td>
</tr>
<tr>
<td>Assistant Supervisor of Custodial Workers</td>
<td>1.00</td>
<td>49,448</td>
<td>1.00</td>
<td>49,448</td>
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<td>46,300</td>
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<td>47,487</td>
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<td>1.00</td>
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<td>Chief of Security</td>
<td>1.00</td>
<td>53,846</td>
<td>1.00</td>
<td>53,846</td>
<td>1.00</td>
<td>56,000</td>
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<tr>
<td>Chief, Budget &amp; Management Research</td>
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<td>1.00</td>
<td>105,678</td>
<td>1.00</td>
<td>109,905</td>
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<tr>
<td>Chief, Facilities &amp; Operations</td>
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<td>Claims Adjuster</td>
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<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
<td>49,296</td>
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<tr>
<td>Custodial Worker I</td>
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<td>28,590</td>
<td>1.00</td>
<td>28,590</td>
<td>4.00</td>
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<td>122,837</td>
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<td>64,323</td>
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<td>Director of Administration</td>
<td>1.00</td>
<td>134,543</td>
<td>1.00</td>
<td>134,543</td>
<td>1.00</td>
<td>139,925</td>
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<tr>
<td>Grants Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>63,000</td>
<td>1.00</td>
<td>65,520</td>
</tr>
<tr>
<td>Mail Room Clerk-Messenger</td>
<td>2.00</td>
<td>89,705</td>
<td>2.00</td>
<td>89,705</td>
<td>1.00</td>
<td>27,500</td>
</tr>
<tr>
<td>Maintenance Mechanic I</td>
<td>1.00</td>
<td>46,500</td>
<td>1.00</td>
<td>46,500</td>
<td>1.00</td>
<td>48,360</td>
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<tr>
<td>Maintenance Mechanic II</td>
<td>3.00</td>
<td>135,354</td>
<td>3.00</td>
<td>135,354</td>
<td>3.00</td>
<td>140,769</td>
</tr>
<tr>
<td>Maintenance Supervisor</td>
<td>1.00</td>
<td>82,275</td>
<td>1.00</td>
<td>82,275</td>
<td>1.00</td>
<td>85,566</td>
</tr>
<tr>
<td>Maintenance Worker I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>3.00</td>
<td>78,600</td>
</tr>
<tr>
<td>Maintenance Worker II</td>
<td>7.00</td>
<td>288,754</td>
<td>7.00</td>
<td>288,754</td>
<td>5.00</td>
<td>218,244</td>
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<td>Management Assistant II</td>
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<td>196,209</td>
<td>2.00</td>
<td>138,350</td>
<td>2.00</td>
<td>143,884</td>
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<tr>
<td>Master Cabinet Maker</td>
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<td>55,796</td>
<td>1.00</td>
<td>55,796</td>
<td>1.00</td>
<td>58,028</td>
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<td>Programmer Analyst I</td>
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<td>1.00</td>
<td>78,543</td>
<td>1.00</td>
<td>81,684</td>
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<tr>
<td>Risk Manager</td>
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<td>88,799</td>
<td>1.00</td>
<td>93,239</td>
<td>1.00</td>
<td>96,969</td>
</tr>
<tr>
<td>Safety Officer</td>
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<td>56,209</td>
<td>1.00</td>
<td>56,209</td>
<td>1.00</td>
<td>58,457</td>
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<tr>
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<td>0</td>
<td>1.00</td>
<td>42,800</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Senior Budget Analyst</td>
<td>3.00</td>
<td>222,334</td>
<td>3.00</td>
<td>222,334</td>
<td>3.00</td>
<td>231,227</td>
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<tr>
<td>Skilled Trade Apprentice</td>
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<td>1.00</td>
<td>40,000</td>
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<td>0</td>
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<tr>
<td>Special Police Officer I</td>
<td>10.00</td>
<td>362,667</td>
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<td>0</td>
<td>2.00</td>
<td>70,000</td>
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</table>
# Department Staff Summary

**Department:** Administration  

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Enacted FY 12 Positions</th>
<th>Enacted FY 13 Positions</th>
<th>Enacted FY 14 Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Police Officer II</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Supervisor of Custodial Workers</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Team Leader</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Salaries</th>
<th>Salaries</th>
<th>Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Police Officer II</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Supervisor of Custodial Workers</td>
<td>51,851</td>
<td>51,851</td>
<td>53,925</td>
</tr>
<tr>
<td>Team Leader</td>
<td>46,088</td>
<td>42,500</td>
<td>42,500</td>
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</tbody>
</table>

**Full-Time Salaries**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.00</td>
<td>60.00</td>
<td>62.00</td>
</tr>
<tr>
<td>3,034,166</td>
<td>3,056,626</td>
<td>3,149,548</td>
</tr>
</tbody>
</table>

**Salary Offset**

| (39,900) | 0 | 0 |

**Total Full-Time Salaries**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.00</td>
<td>60.00</td>
<td>62.00</td>
</tr>
<tr>
<td>2,994,266</td>
<td>3,056,626</td>
<td>3,149,548</td>
</tr>
</tbody>
</table>

**Part-Time Salaries**

| Custodial Worker I | 1.75 | 44,899 | 1.50 | 43,655 | 1.50 | 45,402 |
| Custodial Worker II| 1.50 | 43,655 | 1.50 | 43,655 | 1.50 | 45,402 |

**Total Part-Time Salaries**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.25</td>
<td>3.75</td>
<td>3.00</td>
</tr>
<tr>
<td>88,554</td>
<td>98,053</td>
<td>80,206</td>
</tr>
</tbody>
</table>

**Temporary Salaries**

|                         | 0 | 36,400 | 0 |

**Salary Total**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.25</td>
<td>63.75</td>
<td>65.00</td>
</tr>
<tr>
<td>3,082,820</td>
<td>3,191,079</td>
<td>3,229,754</td>
</tr>
</tbody>
</table>

**Other Personal Services**

| Pension & Retirement | 398,934 | 287,383 | 321,508 |
| Workers’ Compensation| 49,788  | 57,815  | 59,377  |
| Health Benefits      | 832,441 | 879,724 | 883,014 |
| PEHP                  | 0       | 0       | 127,785 |
| Overtime & Shift Differential | 52,820 | 50,820 | 53,820 |
| FICA                 | 238,156 | 246,669 | 249,568 |
| Miscellaneous        | 9,100   | 9,380   | 9,520   |

**Total Other Personal Services**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,581,239</td>
<td>1,531,791</td>
<td>1,704,592</td>
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</table>

**Total 27th Pay Cost**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>143,548</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

**Total Personal Services**

<table>
<thead>
<tr>
<th>Enacted FY 12</th>
<th>Enacted FY 13</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.25</td>
<td>63.75</td>
<td>65.00</td>
</tr>
<tr>
<td>4,807,607</td>
<td>4,722,870</td>
<td>4,934,346</td>
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</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>282,354</td>
<td>279,175</td>
<td>268,005</td>
<td>279,030</td>
<td>279,030</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>42,679</td>
<td>46,478</td>
<td>66,550</td>
<td>66,550</td>
<td>66,550</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>2,898</td>
<td>4,197</td>
<td>4,750</td>
<td>4,750</td>
<td>4,750</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>34,134</td>
<td>33,144</td>
<td>36,100</td>
<td>36,100</td>
<td>36,100</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>7,005</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>59,229</td>
<td>8,885</td>
<td>45,000</td>
<td>45,000</td>
<td>195,000</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>151</td>
<td>207</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>421,445</td>
<td>379,091</td>
<td>420,405</td>
<td>431,430</td>
<td>581,430</td>
</tr>
</tbody>
</table>

### FUNDING SOURCE:

<table>
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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>421,445</td>
<td>379,091</td>
<td>420,405</td>
<td>431,430</td>
<td>581,430</td>
</tr>
</tbody>
</table>
The $161,025 net increase in funding for Administration - Director of Administration is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>6,011</td>
<td>6,011</td>
<td>FY 13 Merit Increase of 4% for eligible staff</td>
</tr>
<tr>
<td>17,959</td>
<td>19,954</td>
<td>1,995 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>36,219</td>
<td>38,810</td>
<td>2,591 Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>13,545</td>
<td>13,973</td>
<td>428 FICA adjustment</td>
</tr>
<tr>
<td>45,000</td>
<td>195,000</td>
<td>150,000 Grants &amp; Contributions:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20,000 Impact fees for non-profit home construction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25,000 Unanticipated Grants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35,000 SARC - one-time grant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35,000 ARC - Vocational Services - one-time grant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30,000 Harford Family House - one-time grant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20,000 LASOS's - one-time grant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30,000 Homecoming Project - one-time grant</td>
</tr>
</tbody>
</table>

|        | 195,000 |
## DIVISION STAFF SUMMARY

### DEPARTMENT: ADMINISTRATION

### DIVISION: DIRECTOR OF ADMINISTRATION

Index No. 021000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>68,500</td>
<td>1.00</td>
<td>65,000</td>
<td>1.00</td>
<td>65,000</td>
</tr>
<tr>
<td>Director of Administration</td>
<td>1.00</td>
<td>134,543</td>
<td>1.00</td>
<td>134,543</td>
<td>1.00</td>
<td>139,925</td>
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</tbody>
</table>

**SALARY TOTAL**

<table>
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<tr>
<th></th>
<th>FY 12 SUM</th>
<th>FY 13 SUM</th>
<th>FY 14 SUM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>2.00</td>
<td>203,043</td>
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### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>SERVICE DESCRIPTION</th>
<th>FY 12 AMOUNT</th>
<th>FY 13 AMOUNT</th>
<th>FY 14 AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>26,396</td>
<td>17,959</td>
<td>20,493</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>406</td>
<td>459</td>
<td>471</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>35,906</td>
<td>36,219</td>
<td>38,810</td>
</tr>
<tr>
<td>FICA</td>
<td>13,813</td>
<td>13,545</td>
<td>14,051</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>280</td>
<td>280</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

|                    | 76,801         | 68,462         | 74,105        |

**TOTAL 27TH PAY COST**

|                    | 9,355          | 0              | 0             |

**TOTAL PERSONAL SERVICES**

|                    | 2.00           | 289,199        * | 2.00           | 268,005        | 2.00           | 279,030        |

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 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.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>0</td>
<td>203,458</td>
<td>228,568</td>
<td>245,024</td>
<td>245,024</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
<td>0</td>
<td>19,040</td>
<td>890</td>
<td>850</td>
<td>850</td>
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<tr>
<td>SUPPLIES &amp; MATERIALS</td>
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<td>12,758</td>
<td>22,400</td>
<td>8,250</td>
<td>8,250</td>
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<tr>
<td>BUSINESS &amp; TRAVEL</td>
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<td>4,924</td>
<td>5,350</td>
<td>2,900</td>
<td>2,900</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL/INTERFUND</td>
<td>0</td>
<td>840</td>
<td>500</td>
<td>1,100</td>
<td>1,100</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
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<td>241,020</td>
<td>257,708</td>
<td>258,124</td>
<td>258,124</td>
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</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>0</td>
<td>241,020</td>
<td>257,708</td>
<td>258,124</td>
<td>258,124</td>
</tr>
</tbody>
</table>
The $416 net increase in funding for Administration - Sustainability Office is the result of:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>5,185</td>
<td>5,185</td>
<td>0</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>13,367</td>
<td>14,852</td>
<td>1,485</td>
</tr>
<tr>
<td>Health Benefits adjusted for anticipated 12% increase and staff opting for changes in level of coverage</td>
<td>54,555</td>
<td>58,215</td>
<td>3,660</td>
</tr>
<tr>
<td>Workers’ Compensation rates adjusted</td>
<td>342</td>
<td>1,904</td>
<td>1,562</td>
</tr>
<tr>
<td>PEHP (Post Employment Health Benefits)</td>
<td>4,564</td>
<td>4,564</td>
<td>0</td>
</tr>
<tr>
<td>Building Supplies - funds reduced and reallocated to Other Supplies and Materials</td>
<td>20,000</td>
<td>0</td>
<td>(20,000)</td>
</tr>
<tr>
<td>Other Supplies and Materials - funding will provide for small energy efficiency projects that do not fall under the scope of the capital project.</td>
<td>6,500</td>
<td>6,500</td>
<td>0</td>
</tr>
<tr>
<td>Line items realigned based on actual expense history:</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,300</td>
<td>1,100</td>
<td>(200)</td>
</tr>
<tr>
<td>900</td>
<td>600</td>
<td>(300)</td>
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<tr>
<td>200</td>
<td>50</td>
<td>(150)</td>
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<tr>
<td>150</td>
<td>50</td>
<td>(100)</td>
</tr>
<tr>
<td>400</td>
<td>250</td>
<td>(150)</td>
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<tr>
<td>0</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>100</td>
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<td>(100)</td>
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<td>100</td>
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<td>(100)</td>
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<td>500</td>
<td>1,100</td>
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<tr>
<td>600</td>
<td>450</td>
<td>(150)</td>
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<tr>
<td>2,500</td>
<td>250</td>
<td>(2,250)</td>
</tr>
<tr>
<td>6,750</td>
<td>4,250</td>
<td>(2,500)</td>
</tr>
<tr>
<td>Membership Fees &amp; Dues</td>
<td></td>
<td></td>
</tr>
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</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** ADMINISTRATION  
**DIVISION:** SUSTAINABILITY OFFICE  
Index No. 021500

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>43,031</td>
<td>1.00</td>
<td>39,900</td>
<td>1.00</td>
<td>39,900</td>
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<tr>
<td>Administrative Specialist II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>44,322</td>
<td>1.00</td>
<td>46,095</td>
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<tr>
<td>Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>64,300</td>
<td>1.00</td>
<td>66,872</td>
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<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>57,859</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Planner III</td>
<td>1.00</td>
<td>57,700</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>3.00</strong></td>
<td><strong>158,590</strong></td>
<td><strong>3.00</strong></td>
<td><strong>148,522</strong></td>
<td><strong>3.00</strong></td>
<td><strong>152,867</strong></td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>20,617</td>
<td>13,367</td>
<td>15,287</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>317</td>
<td>342</td>
<td>1,977</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>47,133</td>
<td>54,555</td>
<td>58,215</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>12,132</td>
<td>11,362</td>
<td>11,694</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>420</td>
<td>420</td>
<td>420</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>80,619</strong></td>
<td><strong>80,046</strong></td>
<td><strong>92,157</strong></td>
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</tbody>
</table>

**TOTAL 27TH PAY COST**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>3.00</strong></td>
<td><strong>246,569</strong></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

287
**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, 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$0</td>
<td>$557,131*</td>
<td>$1,536,178</td>
<td>$275,843</td>
<td>$306,766</td>
</tr>
<tr>
<td>Full-time staff assigned</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop energy tracking &amp; monitoring system for buildings</td>
<td>In process</td>
<td>Completed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish baseline energy consumption levels</td>
<td>In process</td>
<td>Yes</td>
<td>Yes</td>
<td>Revised</td>
<td>Yes</td>
</tr>
<tr>
<td>Conduct Energy Audits</td>
<td>NA</td>
<td>0</td>
<td>23</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td>Develop energy reduction strategies</td>
<td>In process</td>
<td>in process</td>
<td></td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Completed energy reduction projects</td>
<td>0</td>
<td>6</td>
<td>39</td>
<td>24</td>
<td>15</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated kWh reduction</td>
<td>NA</td>
<td>233,000</td>
<td>2,830,000</td>
<td>3,109,967</td>
<td>3,359,967</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Square footage evaluated for efficiency</td>
<td>NA</td>
<td>103,100</td>
<td>750,000</td>
<td>304,200</td>
<td>288,000</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated Cost Avoidance</td>
<td>NA</td>
<td>$25,630</td>
<td>$311,300</td>
<td>$467,826**</td>
<td>$469,596</td>
</tr>
</tbody>
</table>

**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**
* The cost avoidance for Budget FY 13 includes a one-time cost avoidance of $116,656
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$3,000</td>
<td>$1,500</td>
<td>$3,000</td>
</tr>
<tr>
<td>Full-time staff assigned</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of awareness programs or events</td>
<td>13</td>
<td>33</td>
<td>43</td>
<td>55</td>
<td>65</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Team Meetings</td>
<td>12</td>
<td>12</td>
<td>8</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Environmental Stewardship Webpage</td>
<td>Yes (created)</td>
<td>Maintain and Update County Executive Challenge</td>
<td>150 visits</td>
<td>2,277 visits</td>
<td>2,500 visits</td>
</tr>
<tr>
<td>Employee Awareness Challenge</td>
<td>NA</td>
<td></td>
<td>NA</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Employee Awareness Challenge Participations</td>
<td>NA</td>
<td>72%</td>
<td>NA</td>
<td>NA</td>
<td>78%</td>
</tr>
<tr>
<td>Green Star Program Participation</td>
<td>NA</td>
<td>43%</td>
<td>17</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Conservation &amp; Stewardship Poster Contest Participants</td>
<td>NA</td>
<td>529</td>
<td>426</td>
<td>510</td>
<td>500</td>
</tr>
<tr>
<td>Facility Energy Coordinator Workshops</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Employee awareness and educational updates on</td>
<td>3</td>
<td>12</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the number of energy and resource conservation awareness programs, trainings, workshops increased?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the percentage of increased awareness?</td>
<td>10%</td>
<td>72%</td>
<td>74%</td>
<td>75%</td>
<td>78%</td>
</tr>
</tbody>
</table>

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
DEPARTMENT: ADMINISTRATION
DIVISION: Facilities and Operations
INDEX: 022000

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

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

FY ‘13 - ‘14 GOAL & OBJECTIVE:

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

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,843,531</td>
<td>2,106,102</td>
<td>2,014,012</td>
<td>1,997,116</td>
<td>1,997,116</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>1,399,774</td>
<td>1,146,247</td>
<td>1,498,918</td>
<td>1,509,861</td>
<td>1,509,861</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>167,328</td>
<td>223,782</td>
<td>190,300</td>
<td>210,800</td>
<td>210,800</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>59,459</td>
<td>61,754</td>
<td>57,280</td>
<td>63,380</td>
<td>63,380</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>3,571</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>28,829</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
</table>
The $20,647 net increase in funding for Administration - Facilities and Operations is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,206,312</td>
<td>1,144,317</td>
<td>(61,995) Full Time Salaries</td>
</tr>
<tr>
<td>98,053</td>
<td>96,634</td>
<td>(1,419) Part Time Salaries - staff turnover of a part-time custodial worker</td>
</tr>
<tr>
<td>8,090</td>
<td>8,090</td>
<td>Part-time Custodial Worker II position converted to full-time:</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
</tr>
<tr>
<td>1.00</td>
<td>19,079</td>
<td>22,501</td>
</tr>
<tr>
<td>0.75</td>
<td>7,377</td>
<td>713</td>
</tr>
<tr>
<td>0.25</td>
<td>7,377</td>
<td>713</td>
</tr>
<tr>
<td>55,529</td>
<td>55,529</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>116,123</td>
<td>122,494</td>
<td>6,371 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>414,230</td>
<td>357,101</td>
<td>57,129 Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>103,021</td>
<td>98,170</td>
<td>4,851 FICA adjustments</td>
</tr>
<tr>
<td>36,510</td>
<td>36,510</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>25,000</td>
<td>30,000</td>
<td>5,000 Overtime - increase based on actual expense history</td>
</tr>
<tr>
<td>34,333</td>
<td>31,331</td>
<td>(3,002) Workers' Compensation rate adjustments per Treasury's estimate</td>
</tr>
<tr>
<td>26,800</td>
<td>28,800</td>
<td>2,000 Other Professional Services - funds provide for State mosquito spraying program, increase based on actual expense</td>
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</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heating Fuel (Gas)</td>
<td>75,000</td>
<td>70,000</td>
<td>(5,000)</td>
</tr>
<tr>
<td>Water &amp; Sewer</td>
<td>43,000</td>
<td>41,000</td>
<td>(2,000)</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>40,000</td>
<td>45,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Uniform Rental</td>
<td>10,000</td>
<td>6,000</td>
<td>(4,000)</td>
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<tr>
<td>Equipment Repair Parts</td>
<td>80,000</td>
<td>85,000</td>
<td>5,000</td>
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<tr>
<td>Landscape &amp; Grounds Material</td>
<td>500</td>
<td>1,500</td>
<td>1,000</td>
</tr>
<tr>
<td>Small Tools</td>
<td>6,000</td>
<td>10,000</td>
<td>4,000</td>
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<tr>
<td>Building Supplies</td>
<td>30,000</td>
<td>40,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>28,350</td>
<td>32,000</td>
<td>3,650</td>
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<tr>
<td>Non-Targeted Charges</td>
<td>4,050</td>
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<td>1,950</td>
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<tr>
<td><strong>Total</strong></td>
<td>316,900</td>
<td>336,500</td>
<td>19,600</td>
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- Line items adjusted, based on actual expense history:
- Engineering Services - consultant services as needed based on actual expense history
- Grounds Maintenance - increase due to the addition of the Southern Resource Center
## Division Staff Summary

**Department:** Administration  
**Division:** Facilities and Operations  
**Index No.:** 022000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>0.00</td>
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<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
<td>49,082 A</td>
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<tr>
<td>Administrative Assistant II</td>
<td>2.00</td>
<td>102,296</td>
<td>2.00</td>
<td>102,296</td>
<td>1.00</td>
<td>50,034</td>
</tr>
<tr>
<td>Assistant Supervisor of Custodial Workers</td>
<td>1.00</td>
<td>49,448</td>
<td>1.00</td>
<td>49,448</td>
<td>1.00</td>
<td>51,426</td>
</tr>
<tr>
<td>Building Construction &amp; Repair Supervisor</td>
<td>1.00</td>
<td>46,300</td>
<td>1.00</td>
<td>45,661</td>
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<td>47,487</td>
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<tr>
<td>Chief, Facilities and Operations</td>
<td>1.00</td>
<td>71,400</td>
<td>1.00</td>
<td>71,400</td>
<td>1.00</td>
<td>74,256</td>
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<tr>
<td>Custodial Worker I</td>
<td>1.00</td>
<td>28,590</td>
<td>1.00</td>
<td>28,590</td>
<td>4.00</td>
<td>105,246 B</td>
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<tr>
<td>Custodial Worker II</td>
<td>5.00</td>
<td>150,076</td>
<td>4.00</td>
<td>122,837</td>
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<td>64,323</td>
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<tr>
<td>Maintenance Mechanic I</td>
<td>1.00</td>
<td>46,500</td>
<td>1.00</td>
<td>46,500</td>
<td>1.00</td>
<td>48,360</td>
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<tr>
<td>Maintenance Mechanic II</td>
<td>3.00</td>
<td>135,354</td>
<td>3.00</td>
<td>135,354</td>
<td>3.00</td>
<td>140,769</td>
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<td>Maintenance Supervisor</td>
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<td>82,275</td>
<td>1.00</td>
<td>82,275</td>
<td>1.00</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>3.00</td>
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<td>Maintenance Worker II</td>
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<td>288,754</td>
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<td>85,550</td>
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<td>88,972</td>
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<td>Master Cabinet Maker</td>
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<td>1.00</td>
<td>55,796</td>
<td>1.00</td>
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<td>Skilled Trade Apprentice</td>
<td>1.00</td>
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<td>1.00</td>
<td>40,000</td>
<td>0.00</td>
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<tr>
<td>Supervisor of Custodial Workers</td>
<td>1.00</td>
<td>51,851</td>
<td>1.00</td>
<td>51,851</td>
<td>1.00</td>
<td>53,925</td>
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</table>

**Total Full-Time Salaries:**  
27.00 1,247,719 26.00 1,206,312 27.00 1,214,318

**Salary Offset:**  
(39,900) 0 0

**Total Full-Time Salaries:**  
27.00 1,207,819 26.00 1,206,312 27.00 1,214,318

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Custodial Worker I</td>
<td>1.75</td>
<td>44,899</td>
<td>2.25</td>
<td>54,398</td>
<td>1.50</td>
<td>34,804</td>
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<tr>
<td>Custodial Worker II</td>
<td>1.50</td>
<td>43,655</td>
<td>1.50</td>
<td>43,655</td>
<td>1.50</td>
<td>45,402</td>
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</table>

**Total Part-Time Salaries:**  
3.25 88,554 3.75 98,053 3.00 80,206

**Salary Total:**  
30.25 1,296,373 29.75 1,304,365 30.00 1,294,524
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12 POSITIONS</th>
<th>ENACTED FY 13 SALARIES</th>
<th>ENACTED FY 14 SALARIES</th>
<th>ENACTED FY 12 SALARIES</th>
<th>ENACTED FY 13 SALARIES</th>
<th>ENACTED FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>166,694</td>
<td>116,123</td>
<td>127,985</td>
<td>166,694</td>
<td>116,123</td>
<td>127,985</td>
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<tr>
<td>Workers’ Compensation</td>
<td>29,752</td>
<td>34,333</td>
<td>32,783</td>
<td>29,752</td>
<td>34,333</td>
<td>32,783</td>
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<td>Health Benefits</td>
<td>403,229</td>
<td>414,230</td>
<td>356,105</td>
<td>403,229</td>
<td>414,230</td>
<td>356,105</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>36,510</td>
<td>0</td>
<td>0</td>
<td>36,510</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>42,320</td>
<td>37,320</td>
<td>42,320</td>
<td>42,320</td>
<td>37,320</td>
<td>42,320</td>
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<tr>
<td>FICA</td>
<td>102,410</td>
<td>103,021</td>
<td>102,269</td>
<td>102,410</td>
<td>103,021</td>
<td>102,269</td>
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<tr>
<td>Miscellaneous</td>
<td>4,480</td>
<td>4,620</td>
<td>4,620</td>
<td>4,480</td>
<td>4,620</td>
<td>4,620</td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>748,885</td>
<td>709,647</td>
<td>702,592</td>
<td>748,885</td>
<td>709,647</td>
<td>702,592</td>
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<tr>
<td>TOTAL 27TH PAY COST</td>
<td>60,685</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td>30.25</td>
<td>2,105,943 *</td>
<td>30.00</td>
<td>1,997,116</td>
<td></td>
<td></td>
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</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Assistant II position filled as an Administrative Assistant I - #0026
B - Two (2) Custodial Worker II filled as Custodial Worker I - #0040 and #3431; and one (1) part-time Custodial Worker I made full-time - #0014
C - Two (2) vacant Maintenance Worker II positions reclassified to Maintenance Worker I - #0031 and #0010; and one (1) vacant Skilled Trade Apprentice position reclassified to Maintenance Worker I - #0038
**Department Goal**  
To provide Harford County Employees with the cleanest work environment in the most efficient manner.

**Department Objective**  
To improve efficiency in custodial services

**County Goal(s) Supported**  
III. Efficient County Government

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$388,941</td>
<td>$441,438</td>
<td>$368,519</td>
<td>$350,779</td>
<td>$355,126</td>
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<tr>
<td>Number of staff</td>
<td>11</td>
<td>12.25</td>
<td>11.25</td>
<td>10.75</td>
<td>10</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of square feet maintained</td>
<td>241,827</td>
<td>241,827</td>
<td>241,827</td>
<td>218,827</td>
<td>218,727</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per square feet cleaned per</td>
<td>$1,608</td>
<td>$1,825</td>
<td>$1,524</td>
<td>$1,603</td>
<td>$1,624</td>
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<tr>
<td>Facilities &amp; Ops custodian</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of customers satisfaction</td>
<td>80%</td>
<td>92%</td>
<td>80%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>ranking as &quot;very good&quot; or &quot;excellent&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**  
The County is striving to provide a clean work environment to employees as well as to all citizens in order to maximize the efficiency of government operations.
Department Goal
To improve performance measurement and increase proactive (preventative) maintenance.

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

County Goal(s) Supported
III. Efficient County Government

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated for repairs</td>
<td>$225,150</td>
<td>$167,328</td>
<td>$222,782</td>
<td>$190,300</td>
<td>$210,800</td>
</tr>
<tr>
<td>Number of staff</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of repair projects</td>
<td>2,748</td>
<td>2,209</td>
<td>1,716</td>
<td>2,800</td>
<td>3,000</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per repair of corrective actions</td>
<td>$188</td>
<td>$198</td>
<td>$202</td>
<td>$200</td>
<td>$200</td>
</tr>
<tr>
<td>Service Quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of completed work orders requiring corrective action</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of work orders completed correctly and on budget</td>
<td>95%</td>
<td>94%</td>
<td>93%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
Completion of work orders on a timely and accurate basis is imperative to the efficient function of government services. Preventative maintenance on our facilities will also help to alleviate any interruption of services to our citizens and community.
DIVISION OF FACILITIES & OPERATIONS

SERVICE REQUESTS COMPLETED

FISCAL YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>Service Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 08</td>
<td>4,345</td>
</tr>
<tr>
<td>FY 09</td>
<td>4,405</td>
</tr>
<tr>
<td>FY 10</td>
<td>4,215</td>
</tr>
<tr>
<td>FY 11</td>
<td>3,537</td>
</tr>
<tr>
<td>FY 12</td>
<td>3,233</td>
</tr>
<tr>
<td>FY 13</td>
<td>3,151</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>236,542</td>
<td>234,336</td>
<td>225,148</td>
<td>239,010</td>
<td>239,010</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>108,008</td>
<td>129,493</td>
<td>124,920</td>
<td>115,820</td>
<td>115,820</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>213,305</td>
<td>218,376</td>
<td>244,098</td>
<td>244,098</td>
<td>244,098</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>24,476</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>557,855</td>
<td>606,681</td>
<td>594,166</td>
<td>598,928</td>
<td>598,928</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL            | 557,855      | 606,681      | 594,166              | 598,928                  | 598,928      |
The $4,762 net increase in funding for Administration - Central Services is the result of:

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>Full Time Salaries</td>
<td>162,155</td>
<td>142,659</td>
<td>(19,496)</td>
</tr>
<tr>
<td>Staff Turnover</td>
<td>3,467</td>
<td>3,467</td>
<td>(19,496)</td>
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<tr>
<td>Pension/Retirement rate adjustments</td>
<td>14,594</td>
<td>14,266</td>
<td>(328)</td>
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<tr>
<td>Health Benefits</td>
<td>31,809</td>
<td>54,551</td>
<td>22,742</td>
</tr>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>9,128</td>
<td>9,128</td>
<td>0</td>
</tr>
<tr>
<td>Workers' Compensation adjustments</td>
<td>3,625</td>
<td>3,466</td>
<td>(159)</td>
</tr>
<tr>
<td>FICA adjustments</td>
<td>12,405</td>
<td>10,913</td>
<td>(1,492)</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>85,000</td>
<td>95,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>20,000</td>
<td>0</td>
<td>(20,000)</td>
</tr>
<tr>
<td>Emergency Reporting System</td>
<td>3,600</td>
<td>4,000</td>
<td>400</td>
</tr>
<tr>
<td>Uniform Rental</td>
<td>0</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT: ADMINISTRATION**  
**DIVISION: CENTRAL SERVICES**  
Index No. 023100

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Services Operator</td>
<td>1.00</td>
<td>1.00</td>
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<tr>
<td></td>
<td>29,950</td>
<td>29,950</td>
<td>75,564</td>
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<tr>
<td>Mail Room Clerk-Messenger</td>
<td>2.00</td>
<td>2.00</td>
<td>1.00</td>
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<tr>
<td></td>
<td>89,705</td>
<td>89,705</td>
<td>27,500</td>
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<tr>
<td>Team Leader</td>
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<td>1.00</td>
<td>1.00</td>
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<tr>
<td></td>
<td>46,088</td>
<td>42,500</td>
<td>42,500</td>
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**SALARY TOTAL**  
4.00 165,743 4.00 162,155 4.00 145,564

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
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<td>Workers' Compensation</td>
<td>3,348</td>
<td>3,625</td>
<td>3,515</td>
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<tr>
<td>Health Benefits</td>
<td>36,865</td>
<td>31,809</td>
<td>54,551</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,128</td>
</tr>
<tr>
<td>FICA</td>
<td>12,679</td>
<td>12,405</td>
<td>11,136</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>560</td>
<td>560</td>
<td>560</td>
</tr>
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</table>

**TOTAL OTHER PERSONAL SERVICES**  
74,999 62,993 93,446

**TOTAL 27TH PAY COST**  
7,692 0 0

**TOTAL PERSONAL SERVICES**  
4.00 248,434 4.00 225,148 4.00 239,010

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Mail Room Clerk-Messenger position filled as a Central Services Operator - #0056
This division is administered by the Chief of Budget and Management Research, who reports to the Director of Administration, in accordance with Harford County Charter Section 312 (amended by Bill 82-45) which states, . . . "the Director of Administration shall be the Budget Officer."

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

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>554,007</td>
<td>574,846</td>
<td>637,828</td>
<td>670,232</td>
<td>670,232</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>8,911</td>
<td>8,402</td>
<td>9,650</td>
<td>9,650</td>
<td>9,650</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>15,988</td>
<td>15,166</td>
<td>19,150</td>
<td>19,150</td>
<td>19,150</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>371</td>
<td>962</td>
<td>2,750</td>
<td>2,500</td>
<td>2,500</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>20,000</td>
<td>0</td>
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<td>0</td>
<td>0</td>
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<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>12</td>
<td>77</td>
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<td>0</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>599,289</strong></td>
<td><strong>599,453</strong></td>
<td><strong>669,378</strong></td>
<td><strong>701,532</strong></td>
<td><strong>701,532</strong></td>
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### FUNDING SOURCE:

<table>
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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>599,289</td>
<td>599,453</td>
<td>669,378</td>
<td>701,532</td>
<td>701,532</td>
</tr>
</tbody>
</table>
**FINANCIAL NOTES:**

The $32,154 net increase in funding for Administration - Budget & Management Research is the result of:

<table>
<thead>
<tr>
<th>CHANGE</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Merit increase of 4% for eligible employees</td>
<td>20,733</td>
<td>20,733</td>
<td></td>
</tr>
<tr>
<td>Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in their level of coverage</td>
<td>109,110</td>
<td>116,430</td>
<td>7,320</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>39,943</td>
<td>44,381</td>
<td>4,438</td>
</tr>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>4,564</td>
<td>4,564</td>
<td></td>
</tr>
<tr>
<td>Overtime adjusted based on actuals</td>
<td>8,500</td>
<td>4,000</td>
<td>(4,500)</td>
</tr>
<tr>
<td>Other Professional Services - GFOA Budget Award</td>
<td>900</td>
<td>900</td>
<td>0</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history and state of the economy:</td>
<td>650</td>
<td>400</td>
<td>(250)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Change</th>
<th>Transportation</th>
<th>Mileage</th>
</tr>
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<tbody>
<tr>
<td>(200)</td>
<td>(50)</td>
<td>(250)</td>
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</table>
**DIVISION STAFF SUMMARY**

**DEPARTMENT:** ADMINISTRATION  
**DIVISION:** BUDGET AND MANAGEMENT RESEARCH  
Index No. 024000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Chief, Budget &amp; Management Research</td>
<td>1.00</td>
<td>105,678</td>
<td>1.00</td>
</tr>
<tr>
<td>Grants Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>52,800</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Budget Analyst</td>
<td>3.00</td>
<td>222,334</td>
<td>3.00</td>
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**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.00</td>
<td>380,812</td>
<td>6.00</td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>49,506</td>
<td>39,943</td>
<td>46,156</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>762</td>
<td>1,021</td>
<td>1,062</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>89,765</td>
<td>109,110</td>
<td>116,430</td>
</tr>
<tr>
<td>Overtime</td>
<td>10,500</td>
<td>8,500</td>
<td>4,000</td>
</tr>
<tr>
<td>FICA</td>
<td>29,935</td>
<td>34,602</td>
<td>35,616</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>700</td>
<td>840</td>
<td>840</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

|       | 181,168  | 194,016  | 208,668  |

**TOTAL 27TH PAY COST**

|       | 17,702   | 0        | 0        |

**TOTAL PERSONAL SERVICES**

|       | 5.00     | 579,682  | 6.00     | 637,828  |

|       | 6.00     | 670,232  |

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$651,635</td>
<td>$599,289</td>
<td>$599,453</td>
<td>$669,378</td>
<td>$701,532</td>
</tr>
<tr>
<td>Full-time staff assigned</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved Operating Budget (actual/budgeted)</td>
<td>$591,644,680</td>
<td>$558,188,159</td>
<td>$616,249,816</td>
<td>$625,745,860</td>
<td>$640,392,012</td>
</tr>
<tr>
<td>Approved Capital Budget (budgeted)</td>
<td>$187,628,253</td>
<td>$124,508,195</td>
<td>$132,578,017</td>
<td>$124,197,282</td>
<td>$174,059,901</td>
</tr>
<tr>
<td>Performance Measures Tracked</td>
<td>72</td>
<td>72</td>
<td>72</td>
<td>72</td>
<td>70</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget document produced and sent to GFOA within 90 days?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognized for quality budget presentation?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>All mandatory requirements by GFOA met?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of outstanding ratings by GFOA reviewers for Distinguished Budget Award</td>
<td>7</td>
<td>23</td>
<td>12</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>

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
ORIGIN/PURPOSE:

The Division of Information Systems Administration (026000) was originally funded in FY 97 to coordinate the activities of the divisions of Computer Support (027000) and Management Information Systems (028000). In 2009 the County commissioned a study to assess its current IT structure and propose a roadmap to address the County's current and future IT needs. One recommendation was to re-organize resources into a flatter organization structure, charged with establishing and implementing policies and procedures for County-wide IT activities to provide responsive, efficient and effective services to citizens, businesses and governmental agencies. In FY 11 the budget collapsed all IT divisions into the new Division of Information and Communication Technology. In FY 12, this Division was eliminated and by Executive Order, the Office of Information and Communication Technology was created and administered by the Director of Information and Communication Technology, who reports directly to the County Executive.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED</th>
<th>AUDITED</th>
<th>ORIGINAL</th>
<th>EXECUTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 11</td>
<td>FY 12</td>
<td>FY 13</td>
<td>FY 14</td>
</tr>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,305,518</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>1,433,949</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>126,262</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>54,717</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>976</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,921,422</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL            | 3,921,422 | 0       | 0         | 0         | 0         |
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 '13 - '14 GOAL & OBJECTIVE:**

3 TO IMPLEMENT THE MOST EFFECTIVE PROCEDURES TO CONTROL AND PAY FOR ACCIDENT LOSSES

   o To manage the various aspects of Risk Management so that County personnel and property are adequately protected. When injury and/or property damage does occur, efficient procedures are in place that allows for proper methods to be performed that reduces the severity of the incident.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10 PERSONAL SERVICES</strong></td>
<td>640,846</td>
<td>1,518,700</td>
<td>1,349,309</td>
<td>1,503,934</td>
<td>1,503,934</td>
</tr>
<tr>
<td><strong>20 CONTRACTUAL SERVICES</strong></td>
<td>56,056</td>
<td>88,838</td>
<td>96,878</td>
<td>68,075</td>
<td>68,075</td>
</tr>
<tr>
<td><strong>30 SUPPLIES &amp; MATERIALS</strong></td>
<td>1,596</td>
<td>6,716</td>
<td>12,825</td>
<td>12,175</td>
<td>12,175</td>
</tr>
<tr>
<td><strong>40 BUSINESS &amp; TRAVEL</strong></td>
<td>6,220</td>
<td>14,389</td>
<td>20,100</td>
<td>19,800</td>
<td>19,800</td>
</tr>
<tr>
<td><strong>50 CAPITAL OUTLAY</strong></td>
<td>24,167</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>80 INTERGOVERNMENTAL/INTERFUND</strong></td>
<td>9,060</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>737,945</td>
<td>1,628,643</td>
<td>1,479,112</td>
<td>1,603,984</td>
<td>1,603,984</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11 GENERAL</strong></td>
<td>737,945</td>
<td>1,628,643</td>
<td>1,479,112</td>
<td>1,603,984</td>
<td>1,603,984</td>
</tr>
</tbody>
</table>
**DEPARTMENT: ADMINISTRATION**

**DIVISION: Risk Management**

**INDEX: 029000**

**FINANCIAL NOTES:**

The **$124,872** net increase in funding for Administration - Risk Management is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>896,282</td>
<td>902,293</td>
<td>6,011</td>
</tr>
<tr>
<td>52,356</td>
<td>52,356</td>
<td>6,011</td>
</tr>
</tbody>
</table>

- **Full Time Salaries**: 6,011
  - Salary adjustments based on the recommendations of the Department of Human Resources
    - 11,911
    - (5,900) Staff Turnover (0.66%)
  - Total: 6,011

- **One (1) position created from an abolished position in Procurement**: 52,356
  - Special Police Officer I
  - # of Positions 1.00
  - Salary 33,100
  - Fringe 19,256
  - Total 52,356

- **FY 13 Merit increase of 4% for eligible staff**: 41,768

- **Temporary Salaries - eliminated due to permanent position created**: 36,400

- **Pension rate adjusted per Treasury's estimate**: 85,397

- **Overtime - increase for Security personnel per actual expense history**: 5,000

- **PEHP (Post Employment Health Plan)**: 73,019

- **Health Benefits are adjusted for an anticipated 12% increase, as well as staff opting for changes in level of coverage**: 233,801

- **FICA adjustments**: 71,734

307
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,878</td>
<td>5,000</td>
<td>(24,878)</td>
</tr>
<tr>
<td>45,850</td>
<td>41,500</td>
<td>(4,350)</td>
</tr>
</tbody>
</table>

- Other Professional Services: Computer Sciences Corporation software, which supports in-house claims handling - funds provided for ADPICS, $5,000 for Insurance Appraisals Riskmaster; other Risk software moved to ICT for consolidation of software maintenance.

- Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,800</td>
<td>7,900</td>
<td>100</td>
</tr>
<tr>
<td>3,000</td>
<td>2,600</td>
<td>(400)</td>
</tr>
<tr>
<td>22,000</td>
<td>18,000</td>
<td>(4,000)</td>
</tr>
<tr>
<td>400</td>
<td>200</td>
<td>(200)</td>
</tr>
<tr>
<td>300</td>
<td>200</td>
<td>(100)</td>
</tr>
<tr>
<td>2,500</td>
<td>3,000</td>
<td>500</td>
</tr>
<tr>
<td>750</td>
<td>900</td>
<td>150</td>
</tr>
<tr>
<td>1,300</td>
<td>1,200</td>
<td>(100)</td>
</tr>
<tr>
<td>7,800</td>
<td>7,500</td>
<td>(300)</td>
</tr>
</tbody>
</table>

  45,850 41,500 (4,350)
### DIVISION STAFF SUMMARY

**DEPARTMENT**: ADMINISTRATION  
**DIVISION**: RISK MANAGEMENT  
**Index No.**: 029000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>2.00</td>
<td>78,240</td>
<td>2.00</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>42,760</td>
<td>1.00</td>
</tr>
<tr>
<td>Asset Manager</td>
<td>1.00</td>
<td>69,795</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief of Security</td>
<td>1.00</td>
<td>53,846</td>
<td>1.00</td>
</tr>
<tr>
<td>Claims Adjuster</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
</tr>
<tr>
<td>Programmer Analyst I</td>
<td>1.00</td>
<td>78,543</td>
<td>1.00</td>
</tr>
<tr>
<td>Risk Manager</td>
<td>1.00</td>
<td>88,799</td>
<td>1.00</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>1.00</td>
<td>56,209</td>
<td>1.00</td>
</tr>
<tr>
<td>Special Police Officer I</td>
<td>1.00</td>
<td>362,667</td>
<td>0.00</td>
</tr>
<tr>
<td>Security Supervisor</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
</tr>
<tr>
<td>Special Police Officer II</td>
<td>0.00</td>
<td>0</td>
<td>9.00</td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>19.00</td>
<td>878,259</td>
<td>19.00</td>
</tr>
<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>19.00</td>
<td>878,259</td>
<td>19.00</td>
</tr>
<tr>
<td><strong>OTHER PERSONAL SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td></td>
<td>114,174</td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>15,203</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>219,543</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>67,187</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overtime</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td>2,660</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>418,767</td>
<td></td>
<td>416,627</td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>40,754</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>19.00</td>
<td>1,337,780</td>
<td>19.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Security Supervisor position filled as Special Police Officer I - #3233; and one (1) full-time Special Police Officer I position created from an abolished PIN in Procurement - #0106

B - Temporary salaries eliminated due to creation of permanent position
The Black Eyed Susan, the official Maryland State flower
DEPARTMENT OF PROCUREMENT

County Executive

Director of Administration

Director of Procurement

Procurement Operations

Property Management

Fleet Management
ORIGIN/PURPOSE:

Under Harford County Charter, Article IV, Section 414, the Department of Procurement shall be responsible for purchasing or contracting for supplies and contractual services including capital projects and consultant services; providing for the purchase, sale or lease of real property by the County; and performing such other duties as may be prescribed by the County Executive or legislative act of the Council.

The Department of Procurement is divided into three divisions: Procurement Operations, Property Management and Fleet Management.

Procurement Operations obtains goods and services for the County in a timely, effective, and efficient manner at the lowest possible price consistent with quality.

Property Management is responsible for overseeing property acquisition/disposal, relocation planning and lease management for the County’s 400+- properties.

Fleet Management is charged with the management of all County vehicles, and the fleet maintenance program performed under contract by First Vehicle Services.

MISSION STATEMENT:

TO PROVIDE AN OPEN, COST EFFECTIVE, AND EFFICIENT PROCUREMENT PROCESS THAT IS RESPONSIVE TO THE NEEDS OF HARFORD COUNTY GOVERNMENT AND THE CITIZENS OF HARFORD COUNTY

FY ’13 - ’14 KEY GOAL:

1 TO PROVIDE GOODS AND SERVICES TO OTHER COUNTY DEPARTMENTS AT THE BEST POSSIBLE COMBINATION OF PRICE, QUALITY AND TIMELINESS, CONSISTENT WITH PREVAILING ECONOMIC CONDITIONS WHILE MAINTAINING A HIGH STANDARD OF FAIRNESS AND INTEGRITY

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

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

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

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

6 TO MAINTAIN A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET
### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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<td>10,553,001</td>
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<td>12,566,455</td>
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### SUMMARY BY FUND:

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<th>FY 14</th>
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### SUMMARY BY DIVISION:

**GENERAL FUND:**

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<td>746,937</td>
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**HIGHWAYS FUND:**

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## STAFF SUMMARY

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<tr>
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<tr>
<td>Director of Procurement</td>
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<tr>
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<td>Procurement Agent II</td>
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<tr>
<td>Procurement Agent III</td>
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<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
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<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td><strong>SUB-TOTAL GENERAL FUND SALARIES</strong></td>
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<td><strong>OTHER PERSONAL SERVICES</strong></td>
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<td>464,913</td>
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<td><strong>PROCUREMENT - DEPARTMENT TOTALS</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
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<td><strong>DEPARTMENT SALARY TOTAL</strong></td>
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## PROCUREMENT

### GENERAL FUND SUMMARY:

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<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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<tr>
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<td>2,400</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,655,279</strong></td>
<td><strong>3,651,101</strong></td>
<td><strong>3,971,268</strong></td>
<td><strong>4,240,912</strong></td>
<td><strong>4,240,912</strong></td>
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### SUMMARY BY FUND:

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<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
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<tbody>
<tr>
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<td><strong>3,971,268</strong></td>
<td><strong>4,240,912</strong></td>
<td><strong>4,240,912</strong></td>
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### SUMMARY BY DIVISION:

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<th>Division</th>
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<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>031000 PROCUREMENT OPERATIONS</td>
<td>842,903</td>
<td>757,846</td>
<td>746,937</td>
<td>922,391</td>
<td>922,391</td>
</tr>
<tr>
<td>034000 PROPERTY MANAGEMENT</td>
<td>2,812,376</td>
<td>2,893,255</td>
<td>3,224,331</td>
<td>3,318,521</td>
<td>3,318,521</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,655,279</strong></td>
<td><strong>3,651,101</strong></td>
<td><strong>3,971,268</strong></td>
<td><strong>4,240,912</strong></td>
<td><strong>4,240,912</strong></td>
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## DEPARTMENT SUMMARY

**DEPARTMENT: PROCUREMENT - GENERAL FUNDS**

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<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
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**OTHER PERSONAL SERVICES**

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**TOTAL 27TH PAY COST**

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*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
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 '13 -'14 GOALS & OBJECTIVES:

1. To provide goods and services to other County departments at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining a high standard of fairness and integrity.

ALL FUND SUMMARY:

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FUNDING SOURCE:

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<th>EXECUTIVE PROPOSED FY 14</th>
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<td>746,937</td>
<td>922,391</td>
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**DEPARTMENT:** PROCUREMENT  
**DIVISION:** Procurement Operations  
**INDEX:** 031000

**FINANCIAL NOTES:**

The $175,454 net increase in funding for Procurement - Procurement Operations is the result of:

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<td>18,775</td>
<td>18,775</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
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<tr>
<td>22,818</td>
<td>22,818</td>
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<td>131,531</td>
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<tr>
<th># of positions</th>
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<td>(1.00)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1.00</td>
<td>95,000</td>
<td>36,531</td>
<td>131,531</td>
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<tr>
<td>0.00</td>
<td>95,000</td>
<td>36,531</td>
<td>131,531</td>
</tr>
</tbody>
</table>

- Procurement Agent II position - vacant and unfunded in FY 13 abolished and created a Special Police Office in Administration - Risk Management
- Management Assistant II position created from vacant
- Human Resources Specialist position in Human Resources

| 115,494 | 109,717 | (5,777) | Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage |
| 46,291  | 51,435  | 5,144   | Pension/Retirement rate adjustments per Treasury's estimates |
| 6,454   | 6,389   | (65)    | Workers' Compensation rate adjustments per Treasury's estimates |
| 39,091  | 39,519  | 428     | FICA adjustments |
| 3,000   | 2,700   | (300)   | Telephone Service - decrease based on actual expense history |
| 7,500   | 7,500   | 0       | Other Professional Services - Consultant support for electricity bid through Baltimore Regional Cooperative Purchasing Committee and Periscope Holding to help build a better procurement process |
| 1,500   | 2,000   | 500     | General Office Supplies - increase based on actual expense history |
| 0       | 3,000   | 3,000   | Training Seminars, Courses - advanced purchasing courses for new Procurement Agents through National Institute of Governmental Purchasing (NIGP) |
| 2,600   | 2,000   | (600)   | Fleet Daily Carpool Rentals - decrease based on actual expense history |
**DIVISION STAFF SUMMARY**

**DEPARTMENT: PROCUREMENT**
**DIVISION: PROCUREMENT OPERATIONS**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS FY 12</th>
<th>SALARIES FY 12</th>
<th>POSITIONS FY 13</th>
<th>SALARIES FY 13</th>
<th>POSITIONS FY 14</th>
<th>SALARIES FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant II</td>
<td>3.00</td>
<td>133,703</td>
<td>3.00</td>
<td>141,770</td>
<td>3.00</td>
<td>147,440</td>
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<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
<td>49,296</td>
</tr>
<tr>
<td>Deputy Director of Procurement</td>
<td>1.00</td>
<td>92,003</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Director of Procurement</td>
<td>1.00</td>
<td>110,933</td>
<td>1.00</td>
<td>110,933</td>
<td>1.00</td>
<td>115,370</td>
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<tr>
<td>Management Assistant II</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>95,000</td>
</tr>
<tr>
<td>Procurement Agent II</td>
<td>3.00</td>
<td>94,800</td>
<td>4.00</td>
<td>159,800</td>
<td>3.00</td>
<td>161,696</td>
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<tr>
<td>Procurement Agent III</td>
<td>2.00</td>
<td>109,925</td>
<td>1.00</td>
<td>54,444</td>
<td>1.00</td>
<td>56,622</td>
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**SALARY TOTAL**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
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<tbody>
<tr>
<td>11.00</td>
<td>588,764</td>
<td>10.00</td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>76,539</td>
<td>46,291</td>
<td>62,542</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>2,187</td>
<td>6,454</td>
<td>6,744</td>
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<tr>
<td>Health Benefits</td>
<td>134,895</td>
<td>115,494</td>
<td>129,122</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>22,818</td>
</tr>
<tr>
<td>FICA</td>
<td>44,784</td>
<td>39,091</td>
<td>47,741</td>
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<tr>
<td>Miscellaneous</td>
<td>1,400</td>
<td>1,260</td>
<td>1,400</td>
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</table>

**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>259,805</td>
<td>208,590</td>
<td>270,367</td>
</tr>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,311</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.00</td>
<td>875,880</td>
<td>10.00</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*

A - One (1) Management Assistant II position created in FY 14 from vacant Human Resources' position - #0199

B - One (1) vacant and unfunded Procurement Agent II position abolished, created a Special Police Officer I in Risk Management - #0106
Department Goal
To provide goods and services to other County departments at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining a high standard of fairness and integrity.

Department Objective
To improve efficiency by increasing the number of cooperative purchases without compromising quality.

County Goal(s) Supported
III. Efficient County Government

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$879,145</td>
<td>$817,841</td>
<td>$732,683</td>
<td>$722,937</td>
<td>$895,791</td>
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<tr>
<td>Number of staff</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Procurement Card Purchases</td>
<td>195</td>
<td>5,674</td>
<td>10,183</td>
<td>10,692</td>
<td>11,227</td>
</tr>
<tr>
<td>Number of Purchase Orders</td>
<td>12,015</td>
<td>9,346</td>
<td>7,467</td>
<td>7,094</td>
<td>6,739</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Costs for Procurement Card Purchases</td>
<td>$13,845</td>
<td>$402,854</td>
<td>$722,993</td>
<td>$759,132</td>
<td>$797,117</td>
</tr>
<tr>
<td>Administrative Costs for Purchase Orders</td>
<td>$3,172,240</td>
<td>$934,500</td>
<td>$746,700</td>
<td>$709,400</td>
<td>$673,900</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completion time for Procurement Card Transactions</td>
<td>2 days</td>
<td>2 days</td>
<td>2 days</td>
<td>2 days</td>
<td>2 days</td>
</tr>
<tr>
<td>Completion time for Purchase Orders</td>
<td>14 days</td>
<td>14 days</td>
<td>14 days</td>
<td>14 days</td>
<td>14 days</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of Procurement Card Purchases</td>
<td>1.60%</td>
<td>38%</td>
<td>57%</td>
<td>60%</td>
<td>62%</td>
</tr>
<tr>
<td>Dollars saved through Procurement Card Purchases</td>
<td>$60,255</td>
<td>$164,546</td>
<td>$295,307</td>
<td>$310,068</td>
<td>$325,583</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
The Procurement department has initiated Procurement Card purchases to achieve economies of scale and administrative savings. Procurement card purchases can be readily monitored for more transparency. The use of Procurement cards generates more local spending.

Major Related Plans and Policies
Financial Planning Policy/Strategic Planning Policy
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, contract negotiations with property owners, condemnation, surplus property, relocation planning and lease management for the County's 547 +/- properties.

FY '13 - '14 GOALS:

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

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

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

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

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>319,632</td>
<td>335,247</td>
<td>335,851</td>
<td>364,791</td>
<td>364,791</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>2,490,570</td>
<td>2,555,422</td>
<td>2,886,055</td>
<td>2,950,955</td>
<td>2,950,955</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>958</td>
<td>1,059</td>
<td>850</td>
<td>1,150</td>
<td>1,150</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,063</td>
<td>1,118</td>
<td>1,325</td>
<td>1,225</td>
<td>1,225</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL</td>
<td>153</td>
<td>409</td>
<td>250</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>2,812,376</td>
<td>2,893,255</td>
<td>3,224,331</td>
<td>3,318,521</td>
<td>3,318,521</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
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<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>11 GENERAL</td>
<td>2,812,376</td>
<td>2,893,255</td>
<td>3,224,331</td>
<td>3,318,521</td>
<td>3,318,521</td>
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</table>
The $94,190 net increase in funding for Procurement - Property Management is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>(81,878)</td>
<td>(81,878)</td>
</tr>
<tr>
<td></td>
<td>(1.00)</td>
<td>(53,254)</td>
</tr>
<tr>
<td>o</td>
<td>8,047</td>
<td>8,047</td>
</tr>
<tr>
<td>o</td>
<td>220,870</td>
<td>285,170</td>
</tr>
<tr>
<td></td>
<td>64,300</td>
<td>29.11%</td>
</tr>
<tr>
<td>o</td>
<td>72,740</td>
<td>95,805</td>
</tr>
<tr>
<td>o</td>
<td>19,878</td>
<td>27,984</td>
</tr>
<tr>
<td>o</td>
<td>4,906</td>
<td>7,148</td>
</tr>
<tr>
<td>o</td>
<td>16,897</td>
<td>21,815</td>
</tr>
<tr>
<td>o</td>
<td>2,638,525</td>
<td>2,703,525</td>
</tr>
<tr>
<td>o</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>o</td>
<td>100</td>
<td>400</td>
</tr>
</tbody>
</table>
### Financial Notes:

<table>
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<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone Service</td>
<td>700</td>
<td>900</td>
<td>200</td>
</tr>
<tr>
<td>Security System</td>
<td>300</td>
<td>0</td>
<td>(300)</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>100</td>
<td>0</td>
<td>(100)</td>
</tr>
<tr>
<td>Fleet Daily Carpool Rentals</td>
<td>250</td>
<td>400</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,350</td>
<td>1,300</td>
<td>(50)</td>
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</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PROCUREMENT  
**DIVISION:** PROPERTY MANAGEMENT  
**Index No. 034000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th></th>
<th>ENACTED FY 13</th>
<th></th>
<th>ENACTED FY 14</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>42,112</td>
<td>1.00</td>
<td>42,112</td>
<td>1.00</td>
<td>43,796</td>
</tr>
<tr>
<td>Chief, Property Management</td>
<td>1.00</td>
<td>0</td>
<td>1.00</td>
<td>0</td>
<td>1.00</td>
<td>64,300 A</td>
</tr>
<tr>
<td>Procurement Agent II</td>
<td>1.00</td>
<td>58,880</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Procurement Agent III</td>
<td>2.00</td>
<td>116,934</td>
<td>3.00</td>
<td>178,758</td>
<td>2.00</td>
<td>130,524 B</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>5.00</strong></td>
<td><strong>217,926</strong></td>
<td><strong>5.00</strong></td>
<td><strong>220,870</strong></td>
<td><strong>4.00</strong></td>
<td><strong>238,620</strong></td>
</tr>
</tbody>
</table>

**OTHER PERSONAL SERVICES**

- **Pension:** 28,330 19,878 23,862 23,862  
- **Workers’ Compensation:** 4,657 4,906 5,875 5,875  
- **Health Benefits:** 56,928 72,740 77,620 77,620  
- **FICA:** 16,671 16,897 18,254 18,254  
- **Miscellaneous:** 560 560 560 560  

**TOTAL OTHER PERSONAL SERVICES** 107,146 114,981 126,171  

**TOTAL 27TH PAY COST** 10,113 0 0 0  

**TOTAL PERSONAL SERVICES** 5.00 335,185 * 5.00 335,851 4.00 364,791

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Chief, Property Management position unfunded in FY 13 was filled during FY 13 - #1377  
B - One (1) vacant Procurement Agent III position abolished in FY 14 - #3291
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<td></td>
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</tr>
<tr>
<td>Dollars allocated</td>
<td>$469,579</td>
<td>$319,632</td>
<td>$335,247</td>
<td>$335,851</td>
<td>$364,791</td>
</tr>
<tr>
<td>Number of staff</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Real Property actions</td>
<td>270</td>
<td>280</td>
<td>258</td>
<td>270</td>
<td>222</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per Real Property action</td>
<td>$1,739.00</td>
<td>$1,141.55</td>
<td>$1,299.40</td>
<td>$1,243.89</td>
<td>$1,643.20</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average percent rated by Clients</td>
<td>70%</td>
<td>92%</td>
<td>93%</td>
<td>94%</td>
<td>95%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per action</td>
<td>($4,697.82)</td>
<td>($597.45)</td>
<td>$157.85</td>
<td>$91.86</td>
<td>$251.94</td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
The Division of Property Management shows an overall increase in quality of service as rated by the Division's clients.

**Major Related Plans and Policies**
Financial Planning Policy
Strategic Planning
Capital Improvement Budget Policies
ORIGIN/PURPOSE:

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

FY '13 - '14 GOAL & OBJECTIVE:

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

   o To increase/maintain high efficiency standards and fleet availability while decreasing maintenance costs by 5%

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>187,411</td>
<td>197,417</td>
<td>177,030</td>
<td>194,793</td>
<td>194,793</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>91,732</td>
<td>111,869</td>
<td>412,500</td>
<td>435,500</td>
<td>435,500</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>3,069,943</td>
<td>3,105,565</td>
<td>3,418,100</td>
<td>4,402,100</td>
<td>4,402,100</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>2,805,842</td>
<td>3,101,498</td>
<td>3,157,090</td>
<td>3,293,150</td>
<td>3,293,150</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>4,031</td>
<td>385,551</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>6,158,959</td>
<td>6,901,900</td>
<td>7,164,720</td>
<td>8,325,543</td>
<td>8,325,543</td>
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</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>25 HIGHWAYS</td>
<td>6,158,959</td>
<td>6,901,900</td>
<td>7,164,720</td>
<td>8,325,543</td>
<td>8,325,543</td>
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</table>
The $1,160,823 net increase in funding for Procurement - Fleet Management is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,813</td>
<td>5,813</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP - (Post Employment Health Plan)</td>
</tr>
<tr>
<td>10,940</td>
<td>12,156</td>
<td>1,216 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>32,615</td>
<td>38,810</td>
<td>6,195 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>175,000</td>
<td>175,000</td>
<td>0 Vehicle &amp; Operating Equipment - funding for short term rental of equipment for other Highways Departments, funded under Fleet Management for better control</td>
</tr>
<tr>
<td>150,000</td>
<td>150,000</td>
<td>0 Other Professional Services - Maryland Environmental Service (MES) agreement for fuel tank maintenance</td>
</tr>
<tr>
<td>15,000</td>
<td>38,000</td>
<td>23,000 Data Processing Software-Maintenance - Seat Licensing Fee for Fleet software for tracking and reporting fleet operations' maintenance support renewal, added two (2) servers @ $12,000 each</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,125,000</td>
<td>2,200,000</td>
<td>75,000 Target Charges - FVS</td>
</tr>
<tr>
<td>1,020,000</td>
<td>1,050,000</td>
<td>30,000 Non-Targeted Charges FVS</td>
</tr>
<tr>
<td>500</td>
<td>1,000</td>
<td>500 Parking and Tolls - EZ Passes</td>
</tr>
<tr>
<td>100</td>
<td>200</td>
<td>100 Meals</td>
</tr>
<tr>
<td>990</td>
<td>500</td>
<td>(490) Membership Fees &amp; Dues</td>
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</tbody>
</table>

| 3,146,590| 3,251,700| 105,110 |
## FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
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<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Owned Vehicles</td>
<td>4,000</td>
<td>29,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Diesel Fuel</td>
<td>1,276,000</td>
<td>2,000,000</td>
<td>724,000</td>
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<tr>
<td>Gasoline</td>
<td>2,140,000</td>
<td>2,400,000</td>
<td>260,000</td>
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<tr>
<td>Fuel Charges</td>
<td>6,000</td>
<td>12,000</td>
<td>6,000</td>
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## DIVISION STAFF SUMMARY

**DEPARTMENT:** PROCUREMENT  
**DIVISION:** FLEET MANAGEMENT  
**Index No. 032000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>36,683</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>37,783</td>
<td>1.00</td>
<td>39,294</td>
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<tr>
<td>Fleet Manager</td>
<td>1.00</td>
<td>83,773</td>
<td>1.00</td>
<td>83,773</td>
<td>1.00</td>
<td>87,124</td>
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**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Salaries</td>
<td>120,456</td>
<td>121,556</td>
<td>126,418</td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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<tbody>
<tr>
<td>Pension</td>
<td>15,659</td>
<td>10,940</td>
<td>12,642</td>
</tr>
<tr>
<td>Workers' Comp</td>
<td>2,025</td>
<td>2,340</td>
<td>2,408</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>32,537</td>
<td>32,615</td>
<td>38,810</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>9,215</td>
<td>9,299</td>
<td>9,671</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>280</td>
<td>280</td>
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</table>

**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions</td>
<td>59,716</td>
<td>55,474</td>
<td>68,375</td>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Positions</td>
<td>5,589</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Salaries</td>
<td>185,761</td>
<td>177,030</td>
<td>194,793</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
PROCUREMENT - FLEET MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal
To implement 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated*</td>
<td>2,849,916</td>
<td>3,225,000</td>
<td>3,060,912</td>
<td>$3,157,090</td>
<td>$3,300,000</td>
</tr>
<tr>
<td>Number of Staff</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>*Target &amp; Non-Targeted Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of vehicles maintained</td>
<td>1,096</td>
<td>1,133</td>
<td>1,115</td>
<td>1,120</td>
<td>1,157</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeted maintenance cost per vehicle/equipment</td>
<td>$2,961</td>
<td>$2,846</td>
<td>$2,844</td>
<td>$2,818</td>
<td>$2,852</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of agency responses rating satisfactory or higher</td>
<td>98.60%</td>
<td>98.70%</td>
<td>98.90%</td>
<td>95.00%</td>
<td>95.00%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual maintenance cost per vehicle/equipment</td>
<td>$2,600</td>
<td>$2,476</td>
<td>$2,745</td>
<td>$2,799</td>
<td>$2,995</td>
</tr>
<tr>
<td>Percent saved over budgeted amount</td>
<td>14.0%</td>
<td>14.9%</td>
<td>3.5%</td>
<td>6.0%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

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

County Executive

Director of Administration

Treasurer

Office of the Treasurer

Bureau of Accounting

Bureau of Revenue Collections

Solid Waste Accounting

Water & Sewer Accounting
ORIGIN/PURPOSE:

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

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

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

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

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

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

MISSION STATEMENT:

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

FY '13 - '14 KEY GOAL:

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

### SUMMARY BY CHARACTER:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>3,844,225</td>
<td>3,903,687</td>
<td>3,614,813</td>
<td>3,776,396</td>
<td>3,808,860</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>494,812</td>
<td>497,027</td>
<td>535,240</td>
<td>158,015</td>
<td>158,015</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>223,250</td>
<td>219,838</td>
<td>269,375</td>
<td>268,325</td>
<td>268,325</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>17,298</td>
<td>21,612</td>
<td>20,355</td>
<td>21,150</td>
<td>21,150</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL</td>
<td>1,317</td>
<td>1,833</td>
<td>1,270</td>
<td>1,475</td>
<td>1,475</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>4,580,902</strong></td>
<td><strong>4,643,997</strong></td>
<td><strong>4,441,053</strong></td>
<td><strong>4,225,361</strong></td>
<td><strong>4,257,825</strong></td>
</tr>
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</table>

### SUMMARY BY FUND:

<table>
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<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>3,810,543</td>
<td>3,848,829</td>
<td>3,648,424</td>
<td>3,399,384</td>
<td>3,412,157</td>
</tr>
<tr>
<td>WATER &amp; SEWER OPERATING</td>
<td>770,359</td>
<td>795,168</td>
<td>792,629</td>
<td>825,977</td>
<td>845,668</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>4,580,902</strong></td>
<td><strong>4,643,997</strong></td>
<td><strong>4,441,053</strong></td>
<td><strong>4,225,361</strong></td>
<td><strong>4,257,825</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DIVISION:

#### GENERAL FUND:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>OFFICE OF THE TREASURER</td>
<td>586,912</td>
<td>618,438</td>
<td>617,684</td>
<td>626,090</td>
<td>626,090</td>
</tr>
<tr>
<td>BUREAU OF ACCOUNTING</td>
<td>2,318,932</td>
<td>2,234,125</td>
<td>2,026,073</td>
<td>1,759,858</td>
<td>1,772,631</td>
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<tr>
<td>BUREAU OF REVENUE COLLECTIONS</td>
<td>799,062</td>
<td>888,534</td>
<td>905,652</td>
<td>911,641</td>
<td>911,641</td>
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<tr>
<td>SOLID WASTE ACCOUNTING</td>
<td>105,637</td>
<td>107,732</td>
<td>99,015</td>
<td>101,795</td>
<td>101,795</td>
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</table>

#### WATER & SEWER FUND:

<table>
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<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER &amp; SEWER ACCOUNTING</td>
<td>770,359</td>
<td>795,168</td>
<td>792,629</td>
<td>825,977</td>
<td>845,668</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>4,580,902</strong></td>
<td><strong>4,643,997</strong></td>
<td><strong>4,441,053</strong></td>
<td><strong>4,225,361</strong></td>
<td><strong>4,257,825</strong></td>
</tr>
</tbody>
</table>

### SUMMARY OF GRANT BUDGETS

<table>
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<tr>
<th>Total</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td><strong>35,000,000</strong></td>
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</tbody>
</table>
## STAFF SUMMARY

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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</thead>
<tbody>
<tr>
<td><strong>TREASURY - GENERAL FUNDS</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Accountant II</td>
<td>4.00</td>
<td>241,738</td>
<td>4.00</td>
<td>181,738</td>
<td>3.00</td>
<td>189,007</td>
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<tr>
<td>Accountant III</td>
<td>3.00</td>
<td>271,074</td>
<td>3.00</td>
<td>220,684</td>
<td>3.00</td>
<td>229,512</td>
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<tr>
<td>Accountant IV</td>
<td>1.00</td>
<td>0</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Clerk I</td>
<td>1.00</td>
<td>0</td>
<td>3.00</td>
<td>60,400</td>
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<td>Accounting Clerk II</td>
<td>11.00</td>
<td>414,010</td>
<td>9.00</td>
<td>346,289</td>
<td>9.00</td>
<td>392,956</td>
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<td>Accounting Technician I</td>
<td>4.00</td>
<td>204,908</td>
<td>4.00</td>
<td>204,908</td>
<td>4.00</td>
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<td>6.00</td>
<td>344,096</td>
<td>6.00</td>
<td>357,860</td>
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<tr>
<td>Accounts Payable Supervisor</td>
<td>1.00</td>
<td>57,859</td>
<td>1.00</td>
<td>57,859</td>
<td>1.00</td>
<td>60,174</td>
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<tr>
<td>Administrative Specialist II</td>
<td>1.00</td>
<td>47,611</td>
<td>0.00</td>
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<td>0.00</td>
<td>0</td>
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<tr>
<td>Assistant Supervisor of Revenue Collections</td>
<td>1.00</td>
<td>58,540</td>
<td>1.00</td>
<td>58,540</td>
<td>1.00</td>
<td>60,882</td>
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<tr>
<td>Chief, Bureau of Accounting</td>
<td>1.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Chief, Treasury Bureau</td>
<td>0.00</td>
<td>0</td>
<td>2.00</td>
<td>187,910</td>
<td>2.00</td>
<td>195,426</td>
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<tr>
<td>Deputy Treasurer</td>
<td>1.00</td>
<td>115,174</td>
<td>1.00</td>
<td>115,174</td>
<td>1.00</td>
<td>119,781</td>
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<tr>
<td>Financial Systems Coordinator</td>
<td>1.00</td>
<td>71,009</td>
<td>1.00</td>
<td>71,009</td>
<td>1.00</td>
<td>73,850</td>
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<tr>
<td>Financial Systems Management Supervisor</td>
<td>1.00</td>
<td>81,680</td>
<td>1.00</td>
<td>81,680</td>
<td>1.00</td>
<td>84,947</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>52,800</td>
<td>1.00</td>
<td>54,912</td>
</tr>
<tr>
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<td>1.00</td>
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<td>38.00</td>
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<tr>
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<td>0.60</td>
<td>20,767</td>
<td>0.60</td>
<td>20,767</td>
<td>1.10</td>
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<td>20,767</td>
<td>0.60</td>
<td>20,767</td>
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<td>38,810</td>
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<tr>
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<td>38.60</td>
<td>2,148,494</td>
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<td>TREASURY - WATER &amp; SEWER FUNDS</td>
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<tr>
<td>-------------------------------</td>
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</tr>
<tr>
<td><strong>Position Title</strong></td>
<td>FY 12</td>
<td>FY 13</td>
<td>FY 14</td>
<td></td>
<td></td>
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<tr>
<td><strong>Positions</strong></td>
<td><strong>Salaries</strong></td>
<td><strong>Positions</strong></td>
<td><strong>Salaries</strong></td>
<td><strong>Positions</strong></td>
<td><strong>Salaries</strong></td>
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<td>121,954</td>
<td>2.00</td>
<td>126,833</td>
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<tr>
<td>Assistant Supervisor of Revenue Collections</td>
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<td>75,321</td>
<td>1.00</td>
<td>75,321</td>
<td>1.00</td>
<td>78,334</td>
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<td><strong>Total Full-Time Salaries</strong></td>
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<td>480,161</td>
<td>9.00</td>
<td>466,393</td>
<td>9.00</td>
<td>501,687</td>
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<td><strong>Total 27th Pay Cost</strong></td>
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<tr>
<td><strong>Sub-Total W &amp; S Fund Salaries</strong></td>
<td>9.00</td>
<td>502,443</td>
<td>9.00</td>
<td>466,393</td>
<td>9.00</td>
<td>501,687</td>
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<table>
<thead>
<tr>
<th>OTHER PERSONAL SERVICES</th>
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</thead>
<tbody>
<tr>
<td><strong>Pension &amp; Retirement</strong></td>
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<tr>
<td><strong>Workers' Compensation</strong></td>
</tr>
<tr>
<td><strong>Health Benefits</strong></td>
</tr>
<tr>
<td><strong>PEHP</strong></td>
</tr>
<tr>
<td><strong>FICA</strong></td>
</tr>
<tr>
<td><strong>Miscellaneous</strong></td>
</tr>
<tr>
<td><strong>Total Other Personal Services</strong></td>
</tr>
<tr>
<td>POSITION TITLE</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td></td>
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<tr>
<td>TREASURY - DEPARTMENT TOTALS</td>
</tr>
<tr>
<td>TOTAL FULL-TIME SALARIES</td>
</tr>
<tr>
<td>TOTAL PART-TIME SALARIES</td>
</tr>
<tr>
<td>TOTAL TEMPORARY SALARIES</td>
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<td>TOTAL OTHER PERSONAL SERVICES</td>
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<tr>
<td>TOTAL 27TH PAY COST</td>
</tr>
<tr>
<td>DEPARTMENTAL SALARY TOTAL</td>
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*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
## General Fund Summary:

### Summary by Character:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>3,200,215</td>
<td>3,225,045</td>
<td>2,967,889</td>
<td>3,094,004</td>
<td>3,106,777</td>
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<tr>
<td>20</td>
<td>469,105</td>
<td>475,208</td>
<td>509,115</td>
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<td>134,010</td>
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<td>30</td>
<td>123,753</td>
<td>126,867</td>
<td>152,060</td>
<td>151,010</td>
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<tr>
<td>40</td>
<td>16,153</td>
<td>19,904</td>
<td>18,140</td>
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<td>80</td>
<td>1,317</td>
<td>1,805</td>
<td>1,220</td>
<td>1,425</td>
<td>1,425</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>3,810,543</strong></td>
<td><strong>3,848,829</strong></td>
<td><strong>3,648,424</strong></td>
<td><strong>3,399,384</strong></td>
<td><strong>3,412,157</strong></td>
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</table>

### Summary by Fund:

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 11</th>
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<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>11</td>
<td>3,810,543</td>
<td>3,848,829</td>
<td>3,648,424</td>
<td>3,399,384</td>
<td>3,412,157</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>3,810,543</strong></td>
<td><strong>3,848,829</strong></td>
<td><strong>3,648,424</strong></td>
<td><strong>3,399,384</strong></td>
<td><strong>3,412,157</strong></td>
</tr>
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</table>

### Summary by Division:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Treasurer</td>
<td>586,912</td>
<td>618,438</td>
<td>617,684</td>
<td>626,090</td>
<td>626,090</td>
</tr>
<tr>
<td>Bureau of Accounting</td>
<td>2,318,932</td>
<td>2,234,125</td>
<td>2,026,073</td>
<td>1,759,858</td>
<td>1,772,631</td>
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<td>Bureau of Revenue Collections</td>
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<td>888,534</td>
<td>905,652</td>
<td>911,641</td>
<td>911,641</td>
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<td>Solid Waste Accounting</td>
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<td>107,732</td>
<td>99,015</td>
<td>101,795</td>
<td>101,795</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>3,810,543</strong></td>
<td><strong>3,848,829</strong></td>
<td><strong>3,648,424</strong></td>
<td><strong>3,399,384</strong></td>
<td><strong>3,412,157</strong></td>
</tr>
</tbody>
</table>
### DEPARTMENT SUMMARY

**DEPARTMENT:** TREASURY - GENERAL FUNDS

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Accountant II</td>
<td>4.00</td>
<td>241,738</td>
<td>4.00</td>
</tr>
<tr>
<td>Accountant III</td>
<td>3.00</td>
<td>271,074</td>
<td>3.00</td>
</tr>
<tr>
<td>Accountant IV</td>
<td>1.00</td>
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<td>0.00</td>
</tr>
<tr>
<td>Accounting Clerk I</td>
<td>1.00</td>
<td>0</td>
<td>3.00</td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>11.00</td>
<td>414,010</td>
<td>9.00</td>
</tr>
<tr>
<td>Accounting Technician I</td>
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<td>204,908</td>
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<tr>
<td>Accounting Technician II</td>
<td>6.00</td>
<td>344,096</td>
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<tr>
<td>Accounts Payable Supervisor</td>
<td>1.00</td>
<td>57,859</td>
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<tr>
<td>Administrative Specialist II</td>
<td>1.00</td>
<td>47,611</td>
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</tr>
<tr>
<td>Assistant Supervisor of Revenue Collections</td>
<td>1.00</td>
<td>58,540</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief, Bureau of Accounting</td>
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</tr>
<tr>
<td>Chief, Treasury Bureau</td>
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<td>0</td>
<td>2.00</td>
</tr>
<tr>
<td>Deputy Treasurer</td>
<td>1.00</td>
<td>115,174</td>
<td>1.00</td>
</tr>
<tr>
<td>Financial Systems Coordinator</td>
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<td>71,009</td>
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<td>Financial Systems Management Supervisor</td>
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<tr>
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<tr>
<td>Treasurer</td>
<td>1.00</td>
<td>130,890</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>38.00</td>
<td>2,038,589</td>
<td>38.00</td>
</tr>
<tr>
<td><strong>PART-TIME SALARIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>0.60</td>
<td>20,767</td>
<td>0.60</td>
</tr>
<tr>
<td><strong>TOTAL PART-TIME SALARIES</strong></td>
<td>0.60</td>
<td>20,767</td>
<td>0.60</td>
</tr>
<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
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<td><strong>SALARY TOTAL</strong></td>
<td>38.60</td>
<td>2,073,106</td>
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## DEPARTMENT SUMMARY

**DEPARTMENT: TREASURY - GENERAL FUNDS**

<table>
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<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POSITION TITLE</strong></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>269,505</td>
<td>192,264</td>
<td>220,736</td>
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<tr>
<td>Workers' Compensation</td>
<td>4,119</td>
<td>4,910</td>
<td>5,078</td>
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<td>Health Benefits</td>
<td>485,878</td>
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<td>460,408</td>
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<td>41,073</td>
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<td>Miscellaneous</td>
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<td></td>
<td>4,900</td>
<td>5,040</td>
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<tr>
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<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>38.60</td>
<td>3,090,211 *</td>
<td>38.60</td>
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</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
ORIGIN/PURPOSE:

The Office of the Treasurer is responsible for administration of the various areas of the Department of the Treasury, including Accounting and Revenue Collections, and has oversight responsibility for Water and Sewer and Solid Waste Accounting. This office also provides financial support and information to the County Administration and County Council. It is responsible for maintaining the Administrative liaison with the County Council for providing fiscal impact notes and financial information, and support for proposed legislation and resolutions.

The Office of the Treasurer has been instrumental in securing the Certificate of Achievement for Excellence in Financial Reporting for Harford County's Comprehensive Annual Financial Report for the 27th consecutive year and has applied for the award for the most current audit.

ALL FUND SUMMARY:

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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
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</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
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<td></td>
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</tr>
<tr>
<td>GRAND TOTAL</td>
<td>586,912</td>
<td>618,438</td>
<td>617,684</td>
<td>626,090</td>
<td>626,090</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

|                                |               |               |                       |                          |               |
| 11 GENERAL                     | 586,912       | 618,438       | 617,684               | 626,090                  | 626,090       |
The $8,406 net increase in funding for Treasury - Office of Treasurer is the result of:

<table>
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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tr>
<td>19,182</td>
<td>19,182</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>78,476</td>
<td>75,526</td>
<td>(2,950) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>37,776</td>
<td>41,973</td>
<td>4,197 Pension/Retirement rate adjustments per Treasury's estimates</td>
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<tr>
<td>9,127</td>
<td>9,127</td>
<td>PEHP (Post Employment Health Plan)</td>
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<tr>
<td>30,097</td>
<td>30,952</td>
<td>855 FICA Adjustments</td>
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<tr>
<td>9,750</td>
<td>10,850</td>
<td>1,100 Line items significantly adjusted, based on actual expense history:</td>
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<table>
<thead>
<tr>
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<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>4,100</td>
<td>3,000</td>
<td>(1,100) Printing - Commercial</td>
</tr>
<tr>
<td>200</td>
<td>350</td>
<td>150 Mileage</td>
</tr>
<tr>
<td>450</td>
<td>1,000</td>
<td>550 Transportation Costs</td>
</tr>
<tr>
<td>700</td>
<td>800</td>
<td>100 Meals</td>
</tr>
<tr>
<td>2,000</td>
<td>3,000</td>
<td>1,000 Lodging</td>
</tr>
<tr>
<td>2,300</td>
<td>2,700</td>
<td>400 Membership Fees &amp; Dues</td>
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<tr>
<td>9,750</td>
<td>10,850</td>
<td>1,100</td>
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<tr>
<td>23,500</td>
<td>250</td>
<td>(23,250) Financial/Audit - Bloomberg internet fee moved to the Information &amp; Communications Technology (ICT) budget in FY 14</td>
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**DIVISION STAFF SUMMARY**

**DEPARTMENT:** TREASURY  
**DIVISION:** OFFICE OF TREASURER  
Index No. 041000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12 POSITIONS</th>
<th>ENACTED FY 13 POSITIONS</th>
<th>PROPOSED FY 14 POSITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Accountant III</td>
<td>1.00</td>
<td>78,082</td>
<td>1.00</td>
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<tr>
<td>Accounting Technician II</td>
<td>1.00</td>
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<td>1.00</td>
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<tr>
<td>Administrative Specialist II</td>
<td>1.00</td>
<td>47,611</td>
<td>0.00</td>
</tr>
<tr>
<td>Deputy Treasurer</td>
<td>1.00</td>
<td>115,174</td>
<td>1.00</td>
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<tr>
<td>Management Assistant II</td>
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<td>1.00</td>
</tr>
<tr>
<td>Treasurer</td>
<td>1.00</td>
<td>130,890</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
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<td><strong>430,955</strong></td>
<td><strong>5.00</strong></td>
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**OTHER PERSONAL SERVICES**

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<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>PROPOSED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>56,024</td>
<td>37,776</td>
<td>43,652</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>862</td>
<td>965</td>
<td>1,004</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>82,281</td>
<td>78,476</td>
<td>75,526</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
</tr>
<tr>
<td>FICA</td>
<td>30,955</td>
<td>30,097</td>
<td>31,626</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>700</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>170,822</strong></td>
<td><strong>148,014</strong></td>
<td><strong>161,635</strong></td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>PROPOSED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19,921</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>PROPOSED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>5.00</strong></td>
<td><strong>621,698</strong></td>
<td><strong>5.00</strong></td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
TREASURY - OFFICE OF THE TREASURER
OBJECTIVES & PERFORMANCE MEASURES

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

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

County Goal(s) Supported
III. Efficient County Government

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$4,697,373</td>
<td>$4,580,902</td>
<td>$4,643,997</td>
<td>$4,441,053</td>
<td>$4,257,825</td>
</tr>
<tr>
<td>Number of staff</td>
<td>47</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of reports issued by legislative mandate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAFR - October 31st</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>UFR - November 1st</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of days planned vs. number of days to complete</td>
<td>110/110</td>
<td>109/109</td>
<td>104/104</td>
<td>104/104</td>
<td>102/102</td>
</tr>
<tr>
<td>Service Quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of Achievement awarded by the Government Financial Officers Association</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of reports completed by legislated date</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Financial statements determined to conform to Generally Accepted Accounting Principles without qualification</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
In order to fairly present the County's financial position and operating results in conformity with Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), Governmental Finance Officers Association (GFOA), Financial Accounting Standards Board (FASB), County, State, and Federal guidelines. To complete one hundred percent of the above mentioned reports on time and in compliance with established guidelines.

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

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

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Category</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,897,297</td>
<td>1,801,647</td>
<td>1,564,038</td>
<td>1,652,938</td>
<td>1,665,711</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>373,322</td>
<td>384,703</td>
<td>410,575</td>
<td>58,035</td>
<td>58,035</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>41,686</td>
<td>41,090</td>
<td>43,500</td>
<td>43,200</td>
<td>43,200</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>6,447</td>
<td>6,365</td>
<td>7,840</td>
<td>5,385</td>
<td>5,385</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>180</td>
<td>320</td>
<td>120</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,318,932</strong></td>
<td><strong>2,234,125</strong></td>
<td><strong>2,026,073</strong></td>
<td><strong>1,759,858</strong></td>
<td><strong>1,772,631</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY CHARACTER:

### FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Category</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td><strong>2,318,932</strong></td>
<td><strong>2,234,125</strong></td>
<td><strong>2,026,073</strong></td>
<td><strong>1,759,858</strong></td>
<td><strong>1,772,631</strong></td>
</tr>
</tbody>
</table>
The ($253,442) net decrease in funding for Treasury - Bureau of Accounting is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,160,818</td>
<td>1,163,718</td>
<td>2,900</td>
</tr>
<tr>
<td>Full Time Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,900</td>
<td>Salary Adjustments based on the recommendations of the Department of Human Resources</td>
<td></td>
</tr>
<tr>
<td>53,314</td>
<td>53,314</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>Positions abolished in FY 14:</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td># of Positions</td>
</tr>
<tr>
<td>0</td>
<td>Salary</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>Fringe</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>(1.00)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(1.00)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(2.00)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>12,773</td>
<td>12,773</td>
<td>Net result to this division of full-time staff transfers:</td>
</tr>
<tr>
<td>12,773</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fringe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1.00)</td>
<td>(34,967)</td>
<td>(11,898)</td>
</tr>
<tr>
<td>1.00</td>
<td>36,006</td>
<td>23,632</td>
</tr>
<tr>
<td>0.00</td>
<td>1,039</td>
<td>11,734</td>
</tr>
<tr>
<td>104,473</td>
<td>116,372</td>
<td>11,899</td>
</tr>
<tr>
<td>204,614</td>
<td>211,482</td>
<td>6,868</td>
</tr>
<tr>
<td>13,691</td>
<td>13,691</td>
<td>PEHP (Post Employee Health Plan)</td>
</tr>
<tr>
<td>88,803</td>
<td>89,024</td>
<td>221</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management Services</strong></td>
<td>14,700</td>
<td>0</td>
<td>(14,700)</td>
</tr>
<tr>
<td>Management Services - funding to provide on-site assistance for programming assistance on an as needed basis will be budgeted in Information &amp; Communications Technology (ICT) in FY 14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Financial/Audit:</strong></th>
<th>385,035</th>
<th>48,615</th>
<th>(336,420)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yearly License Fees:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAMIS</td>
<td>141,800</td>
<td>0</td>
<td>(141,800)</td>
</tr>
<tr>
<td>Moved to ICT Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>XL REPORTER</td>
<td>8,700</td>
<td>0</td>
<td>(8,700)</td>
</tr>
<tr>
<td>Moved to ICT Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CYBORG</td>
<td>168,100</td>
<td>0</td>
<td>(168,100)</td>
</tr>
<tr>
<td>Moved to ICT Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CORE</td>
<td>17,820</td>
<td>0</td>
<td>(17,820)</td>
</tr>
<tr>
<td>Moved to ICT Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Bank Fees:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trustee</td>
<td>13,500</td>
<td>13,500</td>
<td>0</td>
</tr>
<tr>
<td>Lockbox</td>
<td>35,000</td>
<td>35,000</td>
<td>0</td>
</tr>
<tr>
<td>1099 Upgrade</td>
<td>115</td>
<td>115</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>385,035</td>
<td>48,615</td>
<td>(336,420)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Line items significantly adjusted, based on actual expense history:</strong></th>
<th>11,100</th>
<th>7,105</th>
<th>(3,995)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment Service</td>
<td>3,065</td>
<td>1,645</td>
<td>(1,420)</td>
</tr>
<tr>
<td>Duplicating Machine Supplies</td>
<td>2,300</td>
<td>2,200</td>
<td>(100)</td>
</tr>
<tr>
<td>Delivery Charges</td>
<td>700</td>
<td>500</td>
<td>(200)</td>
</tr>
<tr>
<td>Professional Books &amp; Periodicals</td>
<td>2,125</td>
<td>1,000</td>
<td>(1,125)</td>
</tr>
<tr>
<td>Membership Fees &amp; Dues</td>
<td>2,790</td>
<td>1,460</td>
<td>(1,330)</td>
</tr>
<tr>
<td>Fleet Daily Carpool Rentals</td>
<td>120</td>
<td>300</td>
<td>180</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>11,100</td>
<td>7,105</td>
<td>(3,995)</td>
</tr>
</tbody>
</table>
## Division Staff Summary

**Department**: Treasury  
**Division**: Bureau of Accounting

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Positions FY 12</th>
<th>Salaries FY 12</th>
<th>Positions FY 13</th>
<th>Salaries FY 13</th>
<th>Positions FY 14</th>
<th>Salaries FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant II</td>
<td>4.00</td>
<td>241,738</td>
<td>4.00</td>
<td>181,738</td>
<td>3.00</td>
<td>189,007</td>
</tr>
<tr>
<td>Accountant III</td>
<td>2.00</td>
<td>192,992</td>
<td>2.00</td>
<td>159,016</td>
<td>2.00</td>
<td>165,377</td>
</tr>
<tr>
<td>Accountant IV</td>
<td>1.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Clerk I</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>30,200</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>5.00</td>
<td>171,240</td>
<td>4.00</td>
<td>138,140</td>
<td>4.00</td>
<td>177,805</td>
</tr>
<tr>
<td>Accounting Technician I</td>
<td>2.00</td>
<td>123,557</td>
<td>2.00</td>
<td>123,557</td>
<td>2.00</td>
<td>128,500</td>
</tr>
<tr>
<td>Accounting Technician II</td>
<td>4.00</td>
<td>215,794</td>
<td>4.00</td>
<td>215,794</td>
<td>4.00</td>
<td>224,426</td>
</tr>
<tr>
<td>Accounts Payable Supervisor</td>
<td>1.00</td>
<td>57,859</td>
<td>1.00</td>
<td>57,859</td>
<td>1.00</td>
<td>60,174</td>
</tr>
<tr>
<td>Chief, Bureau of Accounting</td>
<td>1.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Chief, Treasury Bureau</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>101,825</td>
<td>1.00</td>
<td>105,898</td>
</tr>
<tr>
<td>Financial Systems Coordinator</td>
<td>1.00</td>
<td>71,009</td>
<td>1.00</td>
<td>71,009</td>
<td>1.00</td>
<td>73,850</td>
</tr>
<tr>
<td>Financial Systems Management Supervisor</td>
<td>1.00</td>
<td>81,680</td>
<td>1.00</td>
<td>81,680</td>
<td>1.00</td>
<td>84,947</td>
</tr>
<tr>
<td><strong>Salary Total</strong></td>
<td><strong>22.00</strong></td>
<td><strong>1,155,869</strong></td>
<td><strong>21.00</strong></td>
<td><strong>1,160,818</strong></td>
<td><strong>19.00</strong></td>
<td><strong>1,209,984</strong></td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** TREASURY  
**DIVISION:** BUREAU OF ACCOUNTING  
**Index No. 043000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th></th>
<th>ENACTED FY 13</th>
<th></th>
<th>ENACTED FY 14</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
</tr>
<tr>
<td>Pension</td>
<td>150,263</td>
<td>104,473</td>
<td>120,999</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers' Compensations</td>
<td>2,312</td>
<td>2,670</td>
<td>2,784</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>250,626</td>
<td>204,614</td>
<td>223,030</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td></td>
<td>13,691</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>88,424</td>
<td>88,803</td>
<td>92,563</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td>2,660</td>
<td></td>
<td>2,660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td><strong>494,285</strong></td>
<td><strong>403,220</strong></td>
<td><strong>455,727</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL 27TH PAY COST</td>
<td></td>
<td><strong>53,637</strong></td>
<td></td>
<td><strong>0</strong></td>
<td></td>
<td><strong>0</strong></td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td></td>
<td><strong>22.00</strong></td>
<td><strong>1,703,791</strong> *</td>
<td><strong>21.00</strong></td>
<td><strong>1,564,038</strong></td>
<td><strong>19.00</strong></td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Accountant II position unfunded in FY 13 is abolished in FY 14 - #1411
B - One (1) vacant Accounting Clerk II position unfunded in FY 13 is abolished in FY 14 - #1500, one (1) Accounting Clerk I position upgraded to Accounting Clerk II - #0116, one (1) Accounting Clerk II position transferred to Housing 171000 - #0132, and one (1) Accounting Clerk II position transferred in from Water and Sewer Accounting 045000 - #0143
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

<table>
<thead>
<tr>
<th>Measure</th>
<th>Actual 2010</th>
<th>Actual 2011</th>
<th>Actual 2012</th>
<th>Budget 2013</th>
<th>Estimated 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$1,750</td>
<td>$2,084</td>
<td>$1,820</td>
<td>$1,700</td>
<td>$1,700</td>
</tr>
<tr>
<td>Number of staff</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual number of departments or divisions visited</td>
<td>41</td>
<td>97*</td>
<td>39</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td><strong>Service Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of clients satisfied with consultation visits</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of departments and divisions visited</td>
<td>24%</td>
<td>55%*</td>
<td>22%</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
We plan to do consultation visits to Accounts Payable activity sites within other agencies in order to share expertise and suggest opportunities for enhancements. We plan on visiting at least 20% of the 175 Accounts Payable activities sites during a fiscal year.

Major Related Plans and Policies
GAAP, GASB, and GFOA policies

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

GROWTH OF FINANCIAL ACTIVITIES & GENERAL FUND REVENUES

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Property Tax</th>
<th>Local Income Tax</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>213,324,587</td>
<td>164,337,261</td>
<td>78,025,726</td>
</tr>
<tr>
<td>2009</td>
<td>235,237,616</td>
<td>161,364,855</td>
<td>90,112,101</td>
</tr>
<tr>
<td>2010</td>
<td>253,877,056</td>
<td>154,181,038</td>
<td>85,567,070</td>
</tr>
<tr>
<td>2011</td>
<td>257,191,826</td>
<td>166,483,042</td>
<td>49,913,687</td>
</tr>
<tr>
<td>2012</td>
<td>261,856,143</td>
<td>179,177,637</td>
<td>59,656,629</td>
</tr>
</tbody>
</table>

FISCAL YEAR
ORIGIN/PURPOSE:

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

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>658,219</td>
<td>749,152</td>
<td>740,577</td>
<td>742,451</td>
<td>742,451</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>62,969</td>
<td>56,572</td>
<td>64,050</td>
<td>66,865</td>
<td>66,865</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>77,291</td>
<td>81,545</td>
<td>99,850</td>
<td>100,150</td>
<td>100,150</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>527</td>
<td>1,141</td>
<td>1,125</td>
<td>2,100</td>
<td>2,100</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>56</td>
<td>124</td>
<td>50</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>799,062</td>
<td>888,534</td>
<td>905,652</td>
<td>911,641</td>
<td>911,641</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL          | 799,062     | 888,534     | 905,652             | 911,641                | 911,641      |
**DEPARTMENT:** TREASURY  
**DIVISION:** Bureau of Revenue Collections  
**INDEX:** 044000

**FINANCIAL NOTES:**

The $5,989 net increase in funding for Treasury - Bureau of Revenue Collections is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>464,325</td>
<td>467,225</td>
<td>2,900 Full Time Salaries</td>
</tr>
<tr>
<td>2,900 Staff Turnover</td>
<td>0.62%</td>
<td></td>
</tr>
</tbody>
</table>

- 21,450 FY 13 Merit increase of 4% for eligible staff
- (20,235) Full-Time Accounting Clerk II position made part-time

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>34,424</td>
<td>23,294</td>
<td>57,718</td>
</tr>
<tr>
<td>0.50</td>
<td>17,212</td>
<td>20,271</td>
<td>37,483</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

- (13,750) Temporary Salaries - based on actual expense history
- 157,122 146,166 (10,956) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage
- 43,796 48,799 5,003 Pension/Retirement rate adjustments per Treasury's estimates
- 18,255 18,255 PEHP (Post Employment Health Plan)
- 38,161 37,361 (800) FICA adjustments
**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(2,700) Other Professional Services:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,700 Preparation of tax bills for mailing costs budgeted in Postage and Commercial Printing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,000 Dunbar Armored Car Service based on actuals and increase in fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>8,700</td>
<td>6,000</td>
<td>(2,700)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office Equipment</strong></td>
<td>5,000</td>
<td>3,500</td>
<td>(1,500)</td>
</tr>
<tr>
<td><strong>Legal Services</strong></td>
<td>23,600</td>
<td>30,550</td>
<td>6,950</td>
</tr>
<tr>
<td><strong>Duplicating Machine Supplies</strong></td>
<td>1,200</td>
<td>1,500</td>
<td>300</td>
</tr>
<tr>
<td><strong>Membership Fees &amp; Dues</strong></td>
<td>50</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td><strong>Fleet Daily Carpool Rentals</strong></td>
<td>0</td>
<td>975</td>
<td>975</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Totals</strong></td>
<td>29,850</td>
<td>36,600</td>
<td>6,750</td>
</tr>
</tbody>
</table>
## DEPARTMENT: TREASURY

### DIVISION: BUREAU OF REVENUE COLLECTIONS

**Index No. 044000**

### DIVISION STAFF SUMMARY

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Clerk I</td>
<td>1.00</td>
<td>0</td>
<td>2.00</td>
<td>30,200</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>6.00</td>
<td>242,770</td>
<td>5.00</td>
<td>208,149</td>
<td>5.00</td>
<td>215,151</td>
</tr>
<tr>
<td>Accounting Technician I</td>
<td>2.00</td>
<td>81,351</td>
<td>2.00</td>
<td>81,351</td>
<td>2.00</td>
<td>84,605</td>
</tr>
<tr>
<td>Assistant Supervisor of Revenue Collections</td>
<td>1.00</td>
<td>58,540</td>
<td>1.00</td>
<td>58,540</td>
<td>1.00</td>
<td>60,882</td>
</tr>
<tr>
<td>Chief, Treasury Bureau</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>86,085</td>
<td>1.00</td>
<td>89,528</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PART-TIME SALARIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>0.60</td>
<td>20,767</td>
<td>0.60</td>
<td>20,767</td>
<td>1.10</td>
<td>38,810</td>
</tr>
</tbody>
</table>

**TOTAL PART-TIME SALARIES**

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TEMPORARY SALARIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>10.60</td>
<td>417,178</td>
<td>11.60</td>
<td>498,842</td>
<td>10.10</td>
<td>488,976</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** TREASURY  
**DIVISION:** BUREAU OF REVENUE COLLECTIONS  
**Index No.** 044000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>54,234</td>
<td>43,796</td>
<td>48,898</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>807</td>
<td>1,116</td>
<td>1,125</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>138,371</td>
<td>157,122</td>
<td>146,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>18,255</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>31,914</td>
<td>38,161</td>
<td>37,407</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,400</td>
<td>1,540</td>
<td>1,540</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>226,726</strong></td>
<td><strong>241,735</strong></td>
<td><strong>253,475</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td><strong>19,359</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>10.60</strong></td>
<td><strong>663,263</strong></td>
<td><strong>11.60</strong></td>
<td><strong>740,577</strong></td>
<td><strong>10.10</strong></td>
<td><strong>742,451</strong></td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Accounting Clerk I position unfunded in FY 13 - #0137 is abolished in FY 14 and one (1) Accounting Clerk I position reclassified as an Accounting Clerk II - #2604  
B - One (1) full-time Accounting Clerk II position reclassified to part-time Accounting Clerk II - #0141
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$3,630</td>
<td>$3,630</td>
<td>$3,630</td>
<td>$3,700</td>
<td>$3,700</td>
</tr>
<tr>
<td>Number of staff</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of title companies contacted</td>
<td>10</td>
<td>10</td>
<td>17</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of title companies contacted</td>
<td>23%</td>
<td>25%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of title companies satisfied with department efforts</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of deeds returned</td>
<td>17%</td>
<td>15%</td>
<td>14%</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>

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
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:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>102,300</td>
<td>105,281</td>
<td>95,530</td>
<td>100,460</td>
<td>100,460</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>3,012</td>
<td>2,150</td>
<td>3,000</td>
<td>850</td>
<td>850</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>291</td>
<td>229</td>
<td>360</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>0</td>
<td>0</td>
<td>75</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND EXP</td>
<td>34</td>
<td>72</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>105,637</td>
<td>107,732</td>
<td>99,015</td>
<td>101,795</td>
<td>101,795</td>
</tr>
</tbody>
</table>

### FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>105,637</td>
<td>107,732</td>
<td>99,015</td>
<td>101,795</td>
<td>101,795</td>
</tr>
</tbody>
</table>
**FINANCIAL NOTES:**

The $2,780 net increase in funding for Treasury - Solid Waste Accounting is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>3,259</td>
<td>3,259</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>6,219</td>
<td>6,910</td>
<td>691 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>14,622</td>
<td>15,602</td>
<td>980 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>2,950</td>
<td>800</td>
<td>(2,150) Other Professional Services - the Weighmaster Support Plan ($2,150) moved to Information Communications and Technology (ICT)</td>
</tr>
</tbody>
</table>
# DIVISION STAFF SUMMARY

**DEPARTMENT:** TREASURY  
**DIVISION:** SOLID WASTE ACCOUNTING  
Index No. 047100

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Technician II</td>
<td>1.00</td>
<td>69,104</td>
<td>1.00</td>
<td>69,104</td>
<td>1.00</td>
<td>71,868</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**  
1.00 69,104 1.00 69,104 1.00 71,868

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>8,984</td>
<td>6,219</td>
<td>7,187</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>138</td>
<td>159</td>
<td>165</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>14,600</td>
<td>14,622</td>
<td>15,602</td>
</tr>
<tr>
<td>FICA</td>
<td>5,286</td>
<td>5,286</td>
<td>5,498</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>140</td>
<td>140</td>
<td>140</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
29,148 26,426 28,592

**TOTAL 27TH PAY COST**  
3,207 0 0

**TOTAL PERSONAL SERVICES**  
1.00 101,459 * 1.00 95,530 1.00 100,460

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
The Water and Sewer Accounting division, pursuant to Chapter 16, Article III, Section 17, is responsible for billing all charges associated with the water and sewer system and for providing detailed information and reporting on these charges.

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

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

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>644,010</td>
<td>678,642</td>
<td>646,924</td>
<td>682,392</td>
<td>702,083</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>25,707</td>
<td>21,819</td>
<td>26,125</td>
<td>24,005</td>
<td>24,005</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>99,497</td>
<td>92,971</td>
<td>117,315</td>
<td>117,315</td>
<td>117,315</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,145</td>
<td>1,708</td>
<td>2,215</td>
<td>2,215</td>
<td>2,215</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND EXP</td>
<td>0</td>
<td>28</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
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</table>

**GRAND TOTAL**

| | 770,359 | 795,168 | 792,629 | 825,977 | 845,668 |

### FUNDING SOURCE:

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<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>51 WATER &amp; SEWER</td>
<td>770,359</td>
<td>795,168</td>
<td>792,629</td>
<td>825,977</td>
<td>845,668</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:
The $53,039 net increase in funding for Treasury - Water and Sewer Accounting is the result of:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,335 FY 13 Merit increase of 4% for eligible staff</td>
<td></td>
<td>18,335</td>
<td></td>
</tr>
<tr>
<td>Full Time Salaries</td>
<td>466,393</td>
<td>469,293</td>
<td>2,900</td>
</tr>
<tr>
<td>Salary Adjustment based on the recommendation of the Dept. of Human Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(59,638) Net result to this division of full-time staff transfers:</td>
<td>(59,638)</td>
<td>(59,638)</td>
<td></td>
</tr>
<tr>
<td># of Positions Salary Fringe Total</td>
<td>(1.0)</td>
<td>(36,006)</td>
<td>(23,632)</td>
</tr>
<tr>
<td>(1.0) Accounting Clerk II transferred to Bureau of Accounting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1.0) Position created due to personnel transfers within the Department of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasury and to Housing</td>
<td>79,329</td>
<td>79,329</td>
<td></td>
</tr>
<tr>
<td># of Positions Salary Fringe Total</td>
<td>(1.0)</td>
<td>52,847</td>
<td>26,482</td>
</tr>
<tr>
<td>(1.0) Accounting Clerk II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41,975 FY 14 Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>41,975</td>
<td>46,929</td>
<td>4,954</td>
</tr>
<tr>
<td>35,679 222 FICA Adjustments</td>
<td>35,679</td>
<td>35,901</td>
<td>222</td>
</tr>
<tr>
<td>9,127 PEHP (Post Employment Health Plan)</td>
<td>9,127</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23,475 (2,120) Line items significantly adjusted, based on actual expense</td>
<td>23,475</td>
<td>21,355</td>
<td>(2,120)</td>
</tr>
<tr>
<td>history and state of the economy:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>250</td>
<td>300</td>
<td>50</td>
</tr>
<tr>
<td>25</td>
<td>425</td>
<td>400</td>
</tr>
<tr>
<td>22,500</td>
<td>20,000</td>
<td>(2,500)</td>
</tr>
<tr>
<td>700</td>
<td>630</td>
<td>(70)</td>
</tr>
<tr>
<td>-------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>23,475</td>
<td>21,355</td>
<td>(2,120)</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:**  TREASURY  
**DIVISION:**  WATER & SEWER ACCOUNTING  

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant II</td>
<td>1.00</td>
<td>68,000</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
<td>47,400</td>
</tr>
<tr>
<td>Accountant III</td>
<td>1.00</td>
<td>61,668</td>
<td>1.00</td>
<td>71,400</td>
<td>1.00</td>
<td>74,256</td>
</tr>
<tr>
<td>Accounting Clerk I</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>30,200</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>4.00</td>
<td>153,218</td>
<td>3.00</td>
<td>120,118</td>
<td>4.00</td>
<td>174,864 A</td>
</tr>
<tr>
<td>Accounting Technician I</td>
<td>2.00</td>
<td>121,954</td>
<td>2.00</td>
<td>121,954</td>
<td>2.00</td>
<td>126,833</td>
</tr>
<tr>
<td>Assistant Supervisor of Revenue Collections</td>
<td>1.00</td>
<td>75,321</td>
<td>1.00</td>
<td>75,321</td>
<td>1.00</td>
<td>78,334</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**  
9.00 480,161 9.00 466,393 9.00 501,687

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>62,421</td>
<td>41,975</td>
<td>50,169</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>960</td>
<td>1,073</td>
<td>1,154</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>111,704</td>
<td>100,544</td>
<td>100,306</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
</tr>
<tr>
<td>FICA</td>
<td>36,732</td>
<td>35,679</td>
<td>38,380</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,260</td>
<td>1,260</td>
<td>1,260</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
213,077 180,531 200,396

**TOTAL 27TH PAY COST**  
22,282 0 0

**TOTAL PERSONAL SERVICES**  
9.00 715,520 * 9.00 646,924 9.00 702,083

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Accounting Clerk I position reclassified to Accounting Clerk II - #0149, one Accounting Clerk II position transferred to Bureau of Accounting 043000 - #0143, and one (1) Accounting Clerk II position created - #3694

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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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$629,563</td>
<td>$644,010</td>
<td>$678,642</td>
<td>$646,924</td>
<td>$702,083</td>
</tr>
<tr>
<td>Number of staff</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Year Revenues</td>
<td>$17,920,791</td>
<td>$18,364,746</td>
<td>$18,592,729</td>
<td>$18,873,400</td>
<td>$19,250,900</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of accounts billed per person</td>
<td>6,096</td>
<td>5,372</td>
<td>5,407</td>
<td>5,445</td>
<td>5,482</td>
</tr>
</tbody>
</table>

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 & SEWER ACCOUNTING

CUSTOMER GROWTH - WATER & SEWER CUSTOMERS

FISCAL YEAR

*Includes accounts for the septic portion of the Bay Restoration
DEPARTMENT OF LAW

- County Executive
- Director of Administration
- County Attorney
- Legal Services
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 OBJECTIVES

FY '13 - '14 KEY GOALS:

1. TO PROVIDE SOUND LEGAL AND PRACTICAL ADVICE AND COUNSEL TO CLIENT AGENCIES
2. TO PROVIDE EFFECTIVE ADVOCACY IN ADMINISTRATIVE, JUDICIAL AND LEGISLATIVE FORUMS
3. TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENT AGENCIES
4. TO REMAIN INVOLVED PROACTIVELY AS A MANAGEMENT RESOURCE
5. TO SUPPORT LEGISLATIVE INITIATIVES TO ADVANCE THE COUNTY'S GOALS AND PRIORITIES
### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 PROPOSED</th>
<th>FY 14 ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,590,286</td>
<td>1,770,166</td>
<td>1,844,667</td>
<td>1,962,561</td>
<td>1,962,561</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>37,688</td>
<td>34,911</td>
<td>52,600</td>
<td>20,950</td>
<td>20,950</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>6,049</td>
<td>7,415</td>
<td>9,100</td>
<td>8,600</td>
<td>8,600</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>21,913</td>
<td>23,354</td>
<td>23,650</td>
<td>23,550</td>
<td>23,550</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>24,995</td>
<td>26,450</td>
<td>26,448</td>
<td>26,448</td>
<td>26,448</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL</td>
<td>825</td>
<td>842</td>
<td>1,700</td>
<td>1,700</td>
<td>1,700</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,681,756</strong></td>
<td><strong>1,863,138</strong></td>
<td><strong>1,958,165</strong></td>
<td><strong>2,043,809</strong></td>
<td><strong>2,043,809</strong></td>
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</tbody>
</table>

### SUMMARY BY FUND:

<table>
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<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 PROPOSED</th>
<th>FY 14 ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>1,681,756</td>
<td>1,863,138</td>
<td>1,958,165</td>
<td>2,043,809</td>
<td>2,043,809</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,681,756</strong></td>
<td><strong>1,863,138</strong></td>
<td><strong>1,958,165</strong></td>
<td><strong>2,043,809</strong></td>
<td><strong>2,043,809</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 PROPOSED</th>
<th>FY 14 ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>052000 LEGAL SERVICES</td>
<td>1,681,756</td>
<td>1,863,138</td>
<td>1,958,165</td>
<td>2,043,809</td>
<td>2,043,809</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,681,756</strong></td>
<td><strong>1,863,138</strong></td>
<td><strong>1,958,165</strong></td>
<td><strong>2,043,809</strong></td>
<td><strong>2,043,809</strong></td>
</tr>
</tbody>
</table>

### FINANCIAL NOTES:

The $85,644 net increase in funding for the Law Department is the result of:

<table>
<thead>
<tr>
<th>Change</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Full Time Salaries:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(5,505)</td>
<td>1,354,579</td>
<td>1,349,074</td>
</tr>
<tr>
<td>(12,055) Staff Turnover (0.89%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6,550 Salary Adjustments based on recommendations of the Department of Human Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(5,505)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o FY 13 Merit increase of 4% for eligible staff</td>
<td>61,885</td>
<td>61,885</td>
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</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>18,255</td>
<td>18,255</td>
<td>0</td>
</tr>
<tr>
<td>Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>201,944</td>
<td>229,862</td>
<td>27,918</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>127,902</td>
<td>140,898</td>
<td>12,996</td>
</tr>
<tr>
<td>FICA adjustments</td>
<td>103,067</td>
<td>105,424</td>
<td>2,357</td>
</tr>
<tr>
<td>(700) Line items adjusted based on actual expense history:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone Service</td>
<td>3,300</td>
<td>3,200</td>
<td>(100)</td>
</tr>
<tr>
<td>General Office Mailing</td>
<td>2,800</td>
<td>2,300</td>
<td>(500)</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>500</td>
<td>155</td>
<td>(345)</td>
</tr>
<tr>
<td>Mileage</td>
<td>500</td>
<td>400</td>
<td>(100)</td>
</tr>
<tr>
<td>Membership Fees &amp; Dues</td>
<td>4,900</td>
<td>5,245</td>
<td>345</td>
</tr>
<tr>
<td>Other Contractual Services - mandated Medicare program and other research license related expenses reallocated to Information and Communication Technology for consolidation of hardware/software.</td>
<td>31,550</td>
<td>0</td>
<td>(31,550)</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT: LAW**

**DIVISION: LEGAL SERVICES**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>61,351</td>
<td>1.00</td>
<td>61,351</td>
<td>1.00</td>
<td>63,805</td>
</tr>
<tr>
<td>Assistant County Attorney II</td>
<td>2.00</td>
<td>187,543</td>
<td>2.00</td>
<td>187,543</td>
<td>3.00</td>
<td>274,801 A</td>
</tr>
<tr>
<td>County Attorney</td>
<td>1.00</td>
<td>133,472</td>
<td>1.00</td>
<td>133,472</td>
<td>1.00</td>
<td>138,811</td>
</tr>
<tr>
<td>Legal Assistant III</td>
<td>2.00</td>
<td>110,595</td>
<td>2.00</td>
<td>110,595</td>
<td>2.00</td>
<td>108,282 B</td>
</tr>
<tr>
<td>Legal Specialist I</td>
<td>0.00</td>
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**TOTAL FULL-TIME SALARIES**

| FY 12 | 12,224,726 |
| FY 13 | 13,545,579 |
| FY 14 | 14,011,175 |

**PART-TIME SALARIES**

| Administrative Specialist II        | 0.80      | 51,900   | 0.80      | 51,701   | 0.80      | 53,769   |

**TOTAL PART-TIME SALARIES**

| 0.80 | 51,900 |
| 0.80 | 51,701 |
| 0.80 | 53,769 |

**SALARY TOTAL**

| 14.80 | 1,276,626 |
| 15.80 | 1,406,280 |
| 15.80 | 1,454,944 |

**OTHER PERSONAL SERVICES**

| Pension & Retirement               | 164,006   | 127,902  | 146,348  |
| Workers’ Compensation              | 2,553     | 3,234    | 3,346    |
| Health Benefits                    | 172,429   | 201,944  | 229,862  |
| PEHP                                | 0         | 18,255   | 18,255   |
| FICA                               | 93,501    | 103,067  | 107,566  |
| Miscellaneous                      | 2,100     | 2,240    | 2,240    |

**TOTAL OTHER PERSONAL SERVICES**

| 434,589 |
| 438,387 |
| 507,617 |

**TOTAL 27TH PAY COST**

| 58,077 |
| 0      |
| 0      |

**TOTAL PERSONAL SERVICES**

| 14.80 | 1,760,292 |
| 15.80 | 1,844,667 |
| 15.80 | 1,962,561 |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Legislative Drafter position upgraded to an Assistant County Attorney II - # 0514
B - One (1) Legal Specialist II position upgraded to a Legal Assistant III - # 1765
C - One (1) Legal Assistant III position filled as a Legal Specialist I - # 1321
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

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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
ORIGIN/PURPOSE:

The Department of Planning and Zoning was created by Section 405 of the Harford County Charter and its responsibilities outlined under Article VII, Planning and Zoning, of the Harford County Code. Responsibilities include the preparation, recommendation and enforcement of plans and regulations affecting the physical development and growth of the County, such as the Zoning Map and Zoning Code; the preparation and revision of the County's Master Plans; and the preparation and enforcement of rules and regulations governing subdivisions.

The Department is comprised of three divisions: Director of Planning and Zoning, Comprehensive Planning, and Current Planning. Comprehensive Planning is responsible for long-range planning and research and the Current Planning Division is responsible for enforcement of the development regulations.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. In order to be compliant with their GASB Statement #34, special revenue accounts were established for the County Ag Preservation (Fund 27) and State Ag Preservation (Fund 28) Programs in FY 02. Prior to FY 02, these programs qualified as "trusts."

MISSION STATEMENT:

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

FY '13 - '14 KEY GOALS:

1. TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES
2. TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
3. TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER
## PLANNING AND ZONING

### ALL FUND SUMMARY:

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<tr>
<th></th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<td><strong>General</strong></td>
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<tr>
<td><strong>Grand Total</strong></td>
<td>3,983,400</td>
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### Summary by Division:

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<td><strong>Grand Total</strong></td>
<td>3,983,400</td>
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### Summary of Grant Budgets:

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## Staff Summary

### Planning and Zoning - General Fund

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<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
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### Full-Time Salaries

- FY 12: 42.00, $2,530,840
- FY 13: 42.00, $2,488,696
- FY 14: 41.00, $2,569,732

### Salary Offset

- (142,740)

### Total Full-Time Salaries

- FY 12: 42.00, $2,388,100
- FY 13: 42.00, $2,345,956
- FY 14: 41.00, $2,426,992

### Total 27th Pay Cost

- 111,907

### Sub-Total P & Z - General

- 42.00, $2,500,007
- 42.00, $2,345,956
- 41.00, $2,426,992
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<th>POSITIONS FY 13</th>
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375
## STAFF SUMMARY

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**TOTAL OTHER PERSONAL SERVICES**

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### PLANNING AND ZONING - DEPARTMENT TOTALS

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<th>TOTAL FULL-TIME SALARIES</th>
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<th>43.00</th>
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<td>2,566,534</td>
<td>2,649,484</td>
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<table>
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<tr>
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<th>(142,740)</th>
<th>(142,740)</th>
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<table>
<thead>
<tr>
<th>TOTAL OTHER PERSONAL SERVICES</th>
<th>1,175,879</th>
<th>1,085,527</th>
<th>1,157,079</th>
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<table>
<thead>
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<table>
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<th>43.00</th>
<th>42.00</th>
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*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
## GENERAL FUND SUMMARY:

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<tr>
<th>Character</th>
<th>FY 11 (Audited)</th>
<th>FY 12 (Audited)</th>
<th>FY 13 (Original Budget)</th>
<th>FY 14 (Executive Proposed)</th>
<th>FY 14 (Enacted)</th>
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</thead>
<tbody>
<tr>
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<td>70 MISCELLANEOUS</td>
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<td>100</td>
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<td>200</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,794,311</strong></td>
<td><strong>3,846,332</strong></td>
<td><strong>3,524,879</strong></td>
<td><strong>3,670,712</strong></td>
<td><strong>3,670,712</strong></td>
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## SUMMARY BY FUND:

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<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>3,794,311</td>
<td>3,846,332</td>
<td>3,524,879</td>
<td>3,670,712</td>
<td>3,670,712</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,794,311</strong></td>
<td><strong>3,846,332</strong></td>
<td><strong>3,524,879</strong></td>
<td><strong>3,670,712</strong></td>
<td><strong>3,670,712</strong></td>
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## SUMMARY BY DIVISION:

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<td>506,837</td>
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<td>1,789,907</td>
<td>1,646,490</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,794,311</strong></td>
<td><strong>3,846,332</strong></td>
<td><strong>3,524,879</strong></td>
<td><strong>3,670,712</strong></td>
<td><strong>3,670,712</strong></td>
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<td>SALARIES</td>
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<td>-----------</td>
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**FULL-TIME SALARIES**

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<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
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<tbody>
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<td></td>
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**TOTAL SALARY**

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<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
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<tbody>
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DEPARTMENT STAFF SUMMARY

PLANNING AND ZONING - GENERAL FUND

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<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
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<th>ENACTED FY 14</th>
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<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
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<td>Other Personal Services</td>
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<td>196,016</td>
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<td>1,146,625</td>
<td>1,057,950</td>
<td>1,125,217</td>
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<tr>
<td>Total 27th Pay Cost</td>
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<tr>
<td>Total Personal Services</td>
<td>42.00</td>
<td>3,646,632</td>
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*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 '13 - '14 GOAL:**
1. TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Summary by Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<td>2,500</td>
<td>2,500</td>
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<td>2,620</td>
<td>2,591</td>
<td>2,800</td>
<td>3,225</td>
<td>3,225</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL/INTERFUND</td>
<td>11,376</td>
<td>169</td>
<td>100</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>492,011</strong></td>
<td><strong>506,837</strong></td>
<td><strong>471,066</strong></td>
<td><strong>499,403</strong></td>
<td><strong>499,403</strong></td>
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**FUNDING SOURCE:**

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<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
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<td>506,837</td>
<td>471,066</td>
<td>499,403</td>
<td>499,403</td>
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**FINANCIAL NOTES:**

The $28,337 net increase in funding for Planning and Zoning - Director of Planning and Zoning is the result of:

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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tr>
<td>15,674</td>
<td>15,674</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>62,594</td>
<td>61,818</td>
<td>(776) Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>25,488</td>
<td>26,344</td>
<td>856 FICA adjustment</td>
</tr>
<tr>
<td>30,997</td>
<td>34,441</td>
<td>3,444 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>1,250</td>
<td>1,825</td>
<td>575 Line items adjusted, based on actual expense history:</td>
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<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<td>450</td>
<td>500</td>
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<tr>
<td>250</td>
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<td>300</td>
<td>250</td>
<td>(50)</td>
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<tr>
<td>100</td>
<td>200</td>
<td>100</td>
</tr>
<tr>
<td><strong>1,250</strong></td>
<td><strong>1,825</strong></td>
<td><strong>575</strong></td>
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<p>| 0 | 4,000 | 4,000 | Printing - Commercial for reprint of the Zoning Code |</p>
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<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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<td>65,885</td>
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<td>116,534</td>
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**SALARY TOTAL**

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**OTHER PERSONAL SERVICES**

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<th>FY 14</th>
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<td>62,594</td>
<td>61,818</td>
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<tr>
<td>FICA</td>
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<td>Miscellaneous</td>
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**TOTAL OTHER PERSONAL SERVICES**

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<tr>
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**TOTAL 27TH PAY COST**

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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.00</td>
<td>464,841</td>
<td>4.00</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
**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

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
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<tr>
<td>Dollars allocated/expended</td>
<td>$451,409</td>
<td>$474,873</td>
<td>$501,922</td>
<td>$464,841</td>
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<td>Number of staff</td>
<td>4</td>
<td>4</td>
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<td><strong>Output:</strong></td>
<td></td>
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<tr>
<td>Number of programs initiated</td>
<td>6</td>
<td>8</td>
<td>12</td>
<td>4</td>
<td>6</td>
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<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Number of programs completed or adopted</td>
<td>7</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>6</td>
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<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
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<td>Number of public meetings held for initiatives</td>
<td>6</td>
<td>8</td>
<td>10</td>
<td>4</td>
<td>6</td>
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<td><strong>Outcome:</strong></td>
<td></td>
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<tr>
<td>Percent of initiated growth management programs</td>
<td>117%</td>
<td>88%</td>
<td>50%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td>completed or passed</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
By initiating changes through research and/or legislation we encourage smart growth and preservation of land and resources.

FY10 Initiated: Transportation Element Plan, Historic Element Plan, Zoning Code corrections/clarifications (housekeeping); APF; Construction Services parcel area, Subdivision Regs - APF
FY 10 Completed or Passed: Comprehensive Zoning, Natural Resources Element Plan, Transportation Element Plan; Zoning Code - Housekeeping Bill; APF; Construction Services; Subdivision Regs - APF
FY11 Initiated: Critical Area Program Update, Land Use Plan Update, Floodplain Management Program Update; Historic Landmarks; Buffer yards for Ag properties; Zoning Code corrections/clarifications (housekeeping); Critical Area - Zoning Code and Subdivision Regulations.
FY11 Completed or Passed: Critical Area Program Update; Historic Element Plan; Historic Landmarks; Buffer yards for Ag properties; Zoning Code (housekeeping); Critical Area - Zoning Code and Subdivision Regulations.
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 14/15.
FY13 Initiated: Zoning Code update (2); GIS updates; Stream Buffer Plantings.
FY 13 Completed or Passed: Bike/Ped Master Plan; Zoning Code update; MD 22 Study; Stream Buffer Planting.
FY 14 Initiated: Zoning Code updates (3); Priority Preservation Plan; Floodplain; Planning Study.

**Major Related Plans and Policies**
Harford County Land Use Plan; Harford County Zoning Code

383
ORIGIN/PURPOSE:

The responsibility of the Comprehensive Planning Division is to prepare the long-range plans guiding the physical growth of the County. This responsibility requires substantial research and data collection on land use and demographic and economic trends. Additionally, this division is required to prepare ordinances and suggest programs to implement those plans.

The Division also manages grants from State agencies to support particular planning projects in the County, including: Transportation Management Program, the Chesapeake Bay Critical Area Program, and Coastal Zone Management Program.

This Division also has the responsibility of maintaining and sustaining the Geographic Information System (GIS) as well as providing technical support of the GIS system to all of the County Department and agencies.

FY '13 - '14 GOALS:

2 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
3 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,485,002</td>
<td>1,469,040</td>
<td>1,343,825</td>
<td>1,396,446</td>
<td>1,396,446</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>23,530</td>
<td>21,645</td>
<td>23,925</td>
<td>8,025</td>
<td>8,025</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>5,396</td>
<td>6,812</td>
<td>7,600</td>
<td>6,900</td>
<td>6,900</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>8,682</td>
<td>9,064</td>
<td>9,425</td>
<td>16,125</td>
<td>16,125</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>20,233</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>22,733</td>
<td>22,794</td>
<td>22,548</td>
<td>22,548</td>
<td>22,548</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,545,343</td>
<td>1,549,588</td>
<td>1,407,323</td>
<td>1,450,044</td>
<td>1,450,044</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL                     | 1,545,343     | 1,549,588     | 1,407,323             | 1,450,044                | 1,450,044     |
### FINANCIAL NOTES:

The $42,721 net increase in funding for Planning and Zoning - Comprehensive Planning is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>41,651</td>
<td>41,651</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>(9,614)</td>
<td>(9,614)</td>
<td>Full-Time Salaries</td>
</tr>
<tr>
<td>6,840</td>
<td>6,840</td>
<td>Salary Adjustments based on the recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td>(16,454)</td>
<td>(16,454)</td>
<td>Staff Turnover (1.79%)</td>
</tr>
<tr>
<td>(9,614)</td>
<td>(9,614)</td>
<td></td>
</tr>
<tr>
<td>223,592</td>
<td>216,804</td>
<td>(6,788) Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>18,255</td>
<td>18,255</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>95,663</td>
<td>105,331</td>
<td>9,668 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>81,057</td>
<td>80,590</td>
<td>(467) FICA Adjustment</td>
</tr>
<tr>
<td>12,400</td>
<td>0</td>
<td>(12,400) Data Processing Software - Maintenance - share of GIS Maintenance @ $11,200; McTran maintenance @ $250; and BMC T+ maintenance @ $950 moved to Information and Communications Technology</td>
</tr>
<tr>
<td>1,000</td>
<td>7,000</td>
<td>6,000 Training Seminars - Geographic Information System (GIS) training</td>
</tr>
<tr>
<td>16,050</td>
<td>12,550</td>
<td>(3,500) Line items significantly adjusted, based on actual expense history:</td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td>9,000</td>
<td>6,000</td>
<td>(3,000) Office Equipment</td>
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<tr>
<td>500</td>
<td>0</td>
<td>(500) Legal Notice</td>
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<tr>
<td>3,000</td>
<td>2,500</td>
<td>(500) General Office Supplies</td>
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<tr>
<td>1,200</td>
<td>1,000</td>
<td>(200) General Office Mailing</td>
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<tr>
<td>250</td>
<td>150</td>
<td>(100) Mileage</td>
</tr>
<tr>
<td>100</td>
<td>200</td>
<td>100 Parking &amp; Tolls</td>
</tr>
<tr>
<td>300</td>
<td>700</td>
<td>400 Professional Books &amp; Periodicals</td>
</tr>
<tr>
<td>1,700</td>
<td>2,000</td>
<td>300 Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>16,050</td>
<td>12,550</td>
<td>(3,500)</td>
</tr>
<tr>
<td>22,548</td>
<td>22,548</td>
<td>0 County Match/Transfers Out - Unified Planning Work Program (UPWP) for Transportation Planning match</td>
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## DIVISION STAFF SUMMARY

### DEPARTMENT: PLANNING AND ZONING - GENERAL FUND

### DIVISION: COMPREHENSIVE PLANNING

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>FY 12</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>FY 13</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>FY 14</th>
<th>SALARIES</th>
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<tbody>
<tr>
<td>Administrative Specialist II</td>
<td>1.00</td>
<td>65,885</td>
<td>1.00</td>
<td>65,885</td>
<td>1.00</td>
<td>68,520</td>
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<tr>
<td>GIS Analyst I</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
<td>49,296</td>
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<tr>
<td>GIS Analyst II</td>
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<td>1.00</td>
<td>71,856</td>
<td>1.00</td>
<td>74,730</td>
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<td>GIS Coordinator</td>
<td>1.00</td>
<td>110,944</td>
<td>1.00</td>
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<td>1.00</td>
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<td>GIS Public Access Technician</td>
<td>1.00</td>
<td>56,354</td>
<td>1.00</td>
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<td>0.00</td>
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<tr>
<td>GIS Technician I</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>0</td>
<td>1.00</td>
<td>41,496 A</td>
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<td>GIS Technician II</td>
<td>0.00</td>
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<td>1.00</td>
<td>62,484</td>
<td>1.00</td>
<td>64,983</td>
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<tr>
<td>Planner I</td>
<td>3.00</td>
<td>122,267</td>
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<td>120,360</td>
<td>2.00</td>
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<td>Planner II</td>
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<td>124,152</td>
<td>3.00</td>
<td>178,414 B</td>
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<td>4.00</td>
<td>370,389</td>
<td>4.00</td>
<td>385,204</td>
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<tr>
<td>Programmer Analyst I</td>
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<td>71,856</td>
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<td>0.00</td>
<td>0</td>
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<td>Zoning Technician</td>
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<td>1.00</td>
<td>33,100</td>
<td>1.00</td>
<td>33,100</td>
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### FULL-TIME SALARIES

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<tr>
<th></th>
<th>16.00</th>
<th>1,064,831</th>
<th>16.00</th>
<th>1,062,924</th>
<th>16.00</th>
<th>1,088,083</th>
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### SALARY OFFSET

|                  | (142,740) | (142,740) | (142,740) |

### SALARY TOTAL

|                  | 16.00 | 922,091 | 16.00 | 920,184 | 16.00 | 945,343 |

Index No. 062000
### DIVISION STAFF SUMMARY

**DEPARTMENT:** PLANNING AND ZONING - GENERAL FUND  
**DIVISION:** COMPREHENSIVE PLANNING  
**Index No. 062000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTHER PERSONAL SERVICES</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>138,428</td>
<td>95,663</td>
<td>108,808</td>
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<td>Workers’ Compensation</td>
<td>18,313</td>
<td>21,089</td>
<td>21,758</td>
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<tr>
<td>Health Benefits</td>
<td>203,293</td>
<td>223,592</td>
<td>216,804</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>18,255</td>
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<tr>
<td>FICA</td>
<td>81,203</td>
<td>81,057</td>
<td>83,238</td>
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<tr>
<td>Miscellaneous</td>
<td>2,240</td>
<td>2,240</td>
<td>2,240</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>443,477</td>
<td>423,641</td>
<td>451,103</td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td></td>
<td>43,912</td>
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<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>16.00</td>
<td>1,409,480 *</td>
<td>16.00</td>
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</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) vacant GIS Public Access Technician position filled as a GIS Technician I - #2811
- B - One (1) Planner I position upgraded to a Planner II - #1253
- C - Salary Offset reflects anticipated funding available from Ag Preservation - State and the Unified Planning Work Program (UPWP) grant
**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

<table>
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<tr>
<td><strong>Input:</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated/expended</td>
<td>$1,310,641</td>
<td>$1,485,002</td>
<td>$1,469,040</td>
<td>$1,343,825</td>
<td>$1,396,446</td>
</tr>
<tr>
<td>Number of staff</td>
<td>17</td>
<td>17</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of public meetings scheduled</td>
<td>123</td>
<td>112</td>
<td>125</td>
<td>106</td>
<td>110</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Amount of staff dollars spent per meeting</td>
<td>$11,107</td>
<td>$15,000</td>
<td>$13,116</td>
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<td>$13,964</td>
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<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of meetings held in comparison to number of meeting scheduled</td>
<td>123 scheduled and 118 held</td>
<td>112 scheduled and 99 held</td>
<td>125 scheduled and 112 held</td>
<td>106 scheduled and 94 held</td>
<td>110 scheduled and 100 held</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of meetings that were successfully held</td>
<td>96%</td>
<td>88%</td>
<td>90%</td>
<td>89%</td>
<td>91%</td>
</tr>
</tbody>
</table>

**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
**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

<table>
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<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated/expended</td>
<td>$1,310,641</td>
<td>$1,485,002</td>
<td>$1,469,040</td>
<td>$1,343,825</td>
<td>$1,396,446</td>
</tr>
<tr>
<td>Number of staff</td>
<td>17</td>
<td>17</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of written inquiries/requests for information</td>
<td>1,164</td>
<td>1,304</td>
<td>1,304</td>
<td>1,200</td>
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</tr>
<tr>
<td><strong>Efficiency:</strong></td>
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<td></td>
</tr>
<tr>
<td>Amount of staff dollars spent per inquiry/request</td>
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<td>$1,139</td>
<td>$1,127</td>
<td>$1,120</td>
<td>$1,164</td>
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<td><strong>Service Quality:</strong></td>
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</tr>
<tr>
<td>Average number of days to respond to each inquiry/request</td>
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<td>1 day</td>
<td>1 day</td>
<td>1 day</td>
<td>1 day</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of inquiries/requests responded to within the 5 day goal</td>
<td>97%</td>
<td>98%</td>
<td>99%</td>
<td>98%</td>
<td>98%</td>
</tr>
</tbody>
</table>

**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
ORIGIN/PURPOSE:
The primary responsibility of the Current Planning Division is to enforce the Zoning Code and Subdivision Regulations of the County, including provisions for protection of the natural environment. The Division is comprised of three sections: Development Review, Permits Review and Zoning Enforcement, as well as a planner handling Board of Appeals.

The Development Review Section examines subdivision plans and detailed site plans for all proposed development to ensure compliance with all applicable requirements of the Zoning Code and Subdivision Regulations.

The Permits Review Section has responsibility for coordinating the review and approval of all building permits in conjunction with other County and State agencies. A staff planner is assigned to the coordination of applications with the Board of Appeals and preparation of staff reports.

The Zoning Enforcement Section is responsible for zoning inspections and litigation of violations.

FY '13 - '14 GOALS
1 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
2 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original FY 13</th>
<th>Executive FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,715,843</td>
<td>1,747,934</td>
<td>1,595,240</td>
<td>1,667,160</td>
<td>1,667,160</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>22,650</td>
<td>25,258</td>
<td>29,650</td>
<td>32,525</td>
<td>32,525</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>11,802</td>
<td>10,750</td>
<td>14,300</td>
<td>12,300</td>
<td>12,300</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>6,422</td>
<td>5,965</td>
<td>7,300</td>
<td>7,450</td>
<td>7,450</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>240</td>
<td>0</td>
<td>0</td>
<td>1,830</td>
<td>1,830</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,756,957</strong></td>
<td><strong>1,789,907</strong></td>
<td><strong>1,646,490</strong></td>
<td><strong>1,721,265</strong></td>
<td><strong>1,721,265</strong></td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Source</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original FY 13</th>
<th>Executive FY 14</th>
<th>Enacted FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>1,756,957</td>
<td>1,789,907</td>
<td>1,646,490</td>
<td>1,721,265</td>
<td>1,721,265</td>
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</table>
The $74,775 net increase in funding for Planning and Zoning - Current Planning is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>1,081,362</td>
<td>1,081,789</td>
<td>427 Full Time Salaries</td>
</tr>
<tr>
<td>427</td>
<td></td>
<td>0.04%</td>
</tr>
<tr>
<td>67,925</td>
<td>67,925</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>314,891</td>
<td>306,192</td>
<td>(8,699) Health Benefits adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>97,323</td>
<td>108,197</td>
<td>10,865 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>15,999</td>
<td>17,366</td>
<td>1,367 Workers' Compensation rate adjustments per Treasury's estimates</td>
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<tr>
<td>0</td>
<td>0</td>
<td>0 One (1) vacant Unfunded Planning Assistant I position abolished:</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
</tr>
<tr>
<td>(1.00)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
</tr>
<tr>
<td>34,250</td>
<td>33,975</td>
<td>(275)</td>
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</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>12,000</td>
<td>13,000</td>
<td>1,000</td>
</tr>
<tr>
<td>9,000</td>
<td>8,500</td>
<td>(500)</td>
</tr>
<tr>
<td>150</td>
<td>1,225</td>
<td>1,075</td>
</tr>
<tr>
<td>3,000</td>
<td>2,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>2,500</td>
<td>3,000</td>
<td>500</td>
</tr>
<tr>
<td>1,500</td>
<td>1,000</td>
<td>(500)</td>
</tr>
<tr>
<td>6,000</td>
<td>5,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>100</td>
<td>250</td>
<td>150</td>
</tr>
<tr>
<td>34,250</td>
<td>33,975</td>
<td>(275)</td>
</tr>
<tr>
<td>3,500</td>
<td>4,800</td>
<td>1,300</td>
</tr>
<tr>
<td>0</td>
<td>1,830</td>
<td>1,830</td>
</tr>
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</table>
## DIVISION STAFF SUMMARY

### DEPARTMENT: PLANNING AND ZONING - GENERAL FUND

### DIVISION: CURRENT PLANNING

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>2.00</td>
<td>72,648</td>
<td>2.00</td>
<td>72,648</td>
<td>2.00</td>
<td>75,554</td>
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<tr>
<td>Clerk Typist</td>
<td>1.00</td>
<td>36,048</td>
<td>1.00</td>
<td>36,048</td>
<td>1.00</td>
<td>30,480</td>
</tr>
<tr>
<td>Permits Clerk</td>
<td>1.00</td>
<td>31,787</td>
<td>1.00</td>
<td>31,787</td>
<td>1.00</td>
<td>33,059</td>
</tr>
<tr>
<td>Permits Review Supervisor</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>63,000</td>
<td>1.00</td>
<td>65,520</td>
</tr>
<tr>
<td>Planner I</td>
<td>1.00</td>
<td>39,900</td>
<td>1.00</td>
<td>39,900</td>
<td>1.00</td>
<td>39,900</td>
</tr>
<tr>
<td>Planner II</td>
<td>2.00</td>
<td>95,238</td>
<td>2.00</td>
<td>95,238</td>
<td>2.00</td>
<td>99,048</td>
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<tr>
<td>Planner III</td>
<td>4.00</td>
<td>336,663</td>
<td>3.00</td>
<td>257,800</td>
<td>3.00</td>
<td>268,111</td>
</tr>
<tr>
<td>Planning Assistant I</td>
<td>1.00</td>
<td>0</td>
<td>2.00</td>
<td>33,100</td>
<td>1.00</td>
<td>41,879 A</td>
</tr>
<tr>
<td>Planning Assistant II</td>
<td>7.00</td>
<td>352,980</td>
<td>6.00</td>
<td>295,506</td>
<td>6.00</td>
<td>307,325</td>
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<tr>
<td>Zoning Inspector II</td>
<td>3.00</td>
<td>156,335</td>
<td>3.00</td>
<td>156,335</td>
<td>3.00</td>
<td>162,588</td>
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**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22.00</td>
<td>1,121,599</td>
<td>22.00</td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>145,808</td>
<td>97,323</td>
<td>112,346</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>15,622</td>
<td>15,999</td>
<td>18,018</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>318,959</td>
<td>314,891</td>
<td>306,192</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>18,255 A</td>
</tr>
<tr>
<td>FICA</td>
<td>85,803</td>
<td>82,725</td>
<td>85,945</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,940</td>
<td>2,940</td>
<td>2,940</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>569,132</td>
<td>513,878</td>
<td>543,696</td>
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</tbody>
</table>

**TOTAL 27TH PAY COST**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>52,046</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22.00</td>
<td>1,742,777 *</td>
<td>22.00</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Planning Assistant I position unfunded in FY 13 is abolished in FY 14 - #1282
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated/expended</td>
<td>$1,701,774</td>
<td>$1,715,843</td>
<td>$1,747,934</td>
<td>$1,595,240</td>
<td>$1,667,160</td>
</tr>
<tr>
<td>Number of staff</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of new zoning inspection cases</td>
<td>935</td>
<td>1,071</td>
<td>1,047</td>
<td>1,100</td>
<td>1,100</td>
</tr>
<tr>
<td>Number of written requests for information*</td>
<td>252</td>
<td>315</td>
<td>245</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of staff dollars spent per zoning inspection case</td>
<td>$1,820</td>
<td>$1,602</td>
<td>$1,669</td>
<td>$1,450</td>
<td>$1,516</td>
</tr>
<tr>
<td>Amount of staff dollars spent per informational item request</td>
<td>$6,753</td>
<td>$5,447</td>
<td>$7,134</td>
<td>$6,381</td>
<td>$6,669</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of days to respond to each zoning case</td>
<td>4 days</td>
<td>4 days</td>
<td>3 days</td>
<td>3 days</td>
<td>3 days</td>
</tr>
<tr>
<td>Average number of days to respond to each informational request</td>
<td>3 days</td>
<td>3 days</td>
<td>4 days</td>
<td>3 days</td>
<td>3 days</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of zoning inspection cases that receive a response within the target time</td>
<td>89%</td>
<td>92%</td>
<td>88%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of written inquiries and/or requests for information that are fulfilled within the 30 day requirement</td>
<td>100%</td>
<td>99%</td>
<td>98%</td>
<td>99%</td>
<td>98%</td>
</tr>
</tbody>
</table>

*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
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. An IPA is 20 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 2013, the County has acquired 47,542 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.
## ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>Original Budget FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONNEL SERVICES</td>
<td>75,415</td>
<td>81,614</td>
<td>81,614</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>403,675</td>
<td>771,210</td>
<td>771,210</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>479,090</strong></td>
<td><strong>852,824</strong></td>
<td><strong>852,824</strong></td>
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</tbody>
</table>

### FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Character</th>
<th>Original Budget FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 AG PRESERVATION - COUNTY</td>
<td>479,090</td>
<td>852,824</td>
<td>852,824</td>
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</tbody>
</table>
**DEPARTMENT:** PLANNING AND ZONING  
**DIVISION:** Agricultural Preservation - County  
**INDEX:** 064270

**FINANCIAL NOTES:**  
The $373,734 net increase in funding for Agricultural Preservation - County Program is the result of:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>o</td>
<td>2,302</td>
<td>2,302</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>4,305</td>
<td>4,784</td>
<td>479 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>18,185</td>
<td>17,054</td>
<td>(1,131) Health Benefits adjusted for 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>403,675</td>
<td>771,210</td>
<td>367,535 Agricultural Preservation - increase in funding in anticipation of land easements to be acquired under State Program</td>
</tr>
</tbody>
</table>
DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - AG PRESERVATION - COUNTY
DIVISION: AG PRESERVATION - COUNTY
Index No. 064270

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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<tbody>
<tr>
<td>Planner II</td>
<td>1.00</td>
<td>47,838</td>
<td>1.00</td>
<td>47,838</td>
<td>1.00</td>
<td>49,752</td>
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<td>SALARY TOTAL</td>
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<td>1.00</td>
<td>47,838</td>
<td>1.00</td>
<td>49,752</td>
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</table>

**OTHER PERSONAL SERVICES**

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<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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<tr>
<td>Pension &amp; Retirement</td>
<td>6,219</td>
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<td>4,975</td>
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<td>1,323</td>
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<td>Health Benefits</td>
<td>18,120</td>
<td>18,185</td>
<td>17,054</td>
</tr>
<tr>
<td>PEHP</td>
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<td>0</td>
<td>4,564</td>
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<tr>
<td>FICA</td>
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<td>3,660</td>
<td>3,806</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>140</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>29,254</td>
<td>27,577</td>
<td>31,862</td>
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</table>

**TOTAL 27TH PAY COST**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,220</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>FY 12 Salaries and Other Personal Services are Enacted not Audited amounts</strong></td>
<td>79,312</td>
<td>75,415</td>
<td>81,614</td>
</tr>
</tbody>
</table>
The Maryland Agricultural Land Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. Farmland was also intended to help curb the random expansion of urban development.

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

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

As of July 2013, the County has acquired 47,542 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.
<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>350</td>
<td>350</td>
<td>350</td>
</tr>
<tr>
<td>30 SUPPLIES AND MATERIALS</td>
<td>1,614</td>
<td>774</td>
<td>1,650</td>
<td>1,650</td>
<td>1,650</td>
</tr>
<tr>
<td>40 BUSINESS AND TRAVEL</td>
<td>585</td>
<td>121</td>
<td>850</td>
<td>850</td>
<td>850</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>38,665</td>
<td>1,372</td>
<td>67,150</td>
<td>47,150</td>
<td>47,150</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>70,864</td>
<td>32,267</td>
<td>100,000</td>
<td>80,000</td>
<td>80,000</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| 28 AGRICULTURAL PRESERVATION - STATE | 70,864 | 32,267 | 100,000 | 80,000 | 80,000 |
FINANCIAL NOTES:

The ($20,000) net decrease in funding for Agricultural Preservation - State Program is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>67,150</td>
<td>47,150</td>
<td>(20,000) Agricultural Preservation - Harford County's match to (MALPF) Maryland Agricultural Land Preservation Foundation for easement purchases the Foundation will make on the County's behalf</td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Planner III</td>
<td></td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td>30,000</td>
<td>*</td>
<td>30,000</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
DEPARTMENT OF PLANNING & ZONING

% of Anticipated Grant Dollars by Funder

Federal 89%
State 11%

Anticipated Grant Award Dollars
$101,192*

- Federal $90,192
- State $11,000

# 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.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Transportation Work Program</td>
<td>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.</td>
<td>Federal: $90,192, State: $11,000, Other: $0, County Match: $22,548</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Critical Area Management Program</td>
<td>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.</td>
<td>Federal: $90,192, State: $11,000, Other: $0, County Match: $22,548</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>$90,192, $11,000, $22,548</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</td>
<td></td>
<td>$101,192</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Department of Planning & Zoning - Anticipated FY14 Grants
(THIS PAGE IS LEFT BLANK INTENTIONALLY)
ORIGIN/PURPOSE:

The Department of Human Resources was originally formed under Harford County Charter, Article IV, Section 402 (amended by Bill No. 88 - 35) and Sections 601 - 607 as the Office of Personnel. Bill No. 91 - 37 changed the name to more accurately reflect the duties and responsibilities of the department.

The department is divided into four vital areas of responsibility: Recruitment and Selection; Employee Benefits; Wellness & Training; Classification, Compensation and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations activities are also responsibilities of the department.

MISSION STATEMENT:

PROMOTE A POSITIVE ATTITUDE WITHIN THE WORKFORCE THROUGH COMMUNICATION AND EDUCATION OF POLICIES, PROCEDURES AND PROGRAMS WITH SUPPORT, EQUALITY, TRUST AND RESPECT

FY '13 - '14 KEY GOALS:

1. TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES

2. TO EDUCATE AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE
# Human Resources

## All Fund Summary:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>PERSONAL SERVICES</td>
<td>1,105,579</td>
<td>3,217,012</td>
<td>1,610,686</td>
<td>1,574,347</td>
</tr>
<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>159,818</td>
<td>157,789</td>
<td>183,784</td>
<td>182,184</td>
</tr>
<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td>4,533</td>
<td>5,918</td>
<td>6,750</td>
<td>6,450</td>
</tr>
<tr>
<td>40</td>
<td>BUSINESS &amp; TRAVEL</td>
<td>28,766</td>
<td>14,675</td>
<td>18,800</td>
<td>19,150</td>
</tr>
<tr>
<td>70</td>
<td>MISCELLANEOUS</td>
<td>11,837</td>
<td>5,539</td>
<td>11,746</td>
<td>7,000</td>
</tr>
<tr>
<td>80</td>
<td>INTER-GOVERNMENTAL / INTERFUND</td>
<td>41</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,310,574</strong></td>
<td><strong>3,400,933</strong></td>
<td><strong>1,831,766</strong></td>
<td><strong>1,789,131</strong></td>
<td><strong>1,789,131</strong></td>
</tr>
</tbody>
</table>

## Summary by Fund:

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>GENERAL</td>
<td>1,199,503</td>
<td>2,775,846</td>
<td>1,348,661</td>
<td>1,306,026</td>
</tr>
<tr>
<td>25</td>
<td>HIGHWAYS</td>
<td>42,110</td>
<td>396,890</td>
<td>283,199</td>
<td>283,199</td>
</tr>
<tr>
<td>51</td>
<td>WATER &amp; SEWER OPERATING</td>
<td>68,961</td>
<td>228,197</td>
<td>199,906</td>
<td>199,906</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,310,574</strong></td>
<td><strong>3,400,933</strong></td>
<td><strong>1,831,766</strong></td>
<td><strong>1,789,131</strong></td>
<td><strong>1,789,131</strong></td>
</tr>
</tbody>
</table>

## Summary by Division:

### General Fund:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>082000</td>
<td>HUMAN RESOURCES</td>
<td>820,216</td>
<td>888,238</td>
<td>791,139</td>
<td>753,250</td>
</tr>
<tr>
<td>084110</td>
<td>GENERAL - PERSONNEL MATTERS</td>
<td>379,287</td>
<td>1,887,608</td>
<td>557,522</td>
<td>552,776</td>
</tr>
</tbody>
</table>

### Highways Fund:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>084250</td>
<td>HIGHWAYS - PERSONNEL MATTERS</td>
<td>42,110</td>
<td>396,890</td>
<td>283,199</td>
<td>283,199</td>
</tr>
</tbody>
</table>

### Water & Sewer Fund:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>084510</td>
<td>WATER &amp; SEWER - PERSONNEL MATTERS</td>
<td>68,961</td>
<td>228,197</td>
<td>199,906</td>
<td>199,906</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,310,574</strong></td>
<td><strong>3,400,933</strong></td>
<td><strong>1,831,766</strong></td>
<td><strong>1,789,131</strong></td>
<td><strong>1,789,131</strong></td>
</tr>
</tbody>
</table>
### GENERAL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Summary By Character:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>1,071,117</td>
<td>2,650,738</td>
<td>1,201,081</td>
<td>1,164,742</td>
<td>1,164,742</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>95,633</td>
<td>101,724</td>
<td>117,284</td>
<td>115,684</td>
<td>115,684</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>4,533</td>
<td>5,918</td>
<td>6,750</td>
<td>6,450</td>
<td>6,450</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>23,486</td>
<td>14,675</td>
<td>18,800</td>
<td>19,150</td>
<td>19,150</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>4,693</td>
<td>2,791</td>
<td>4,746</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>INTER-GOVERNMENTAL / INTERFUND</td>
<td>41</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,199,503</strong></td>
<td><strong>2,775,846</strong></td>
<td><strong>1,348,661</strong></td>
<td><strong>1,306,026</strong></td>
<td><strong>1,306,026</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Summary By Fund:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>1,199,503</td>
<td>2,775,846</td>
<td>1,348,661</td>
<td>1,306,026</td>
<td>1,306,026</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,199,503</strong></td>
<td><strong>2,775,846</strong></td>
<td><strong>1,348,661</strong></td>
<td><strong>1,306,026</strong></td>
<td><strong>1,306,026</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DIVISION:

**GENERAL FUND:**

<table>
<thead>
<tr>
<th>Division Code</th>
<th>Division Name</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>082000</td>
<td>HUMAN RESOURCES</td>
<td>820,216</td>
<td>888,238</td>
<td>791,139</td>
<td>753,250</td>
<td>753,250</td>
</tr>
<tr>
<td>084110</td>
<td>GENERAL - PERSONNEL MATTERS</td>
<td>379,287</td>
<td>1,887,608</td>
<td>557,522</td>
<td>552,776</td>
<td>552,776</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,199,503</strong></td>
<td><strong>2,775,846</strong></td>
<td><strong>1,348,661</strong></td>
<td><strong>1,306,026</strong></td>
<td><strong>1,306,026</strong></td>
<td><strong>1,306,026</strong></td>
</tr>
</tbody>
</table>
DEPARTMENT: 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 ‘13 - ‘14 GOALS:
1 TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES
2 TO EDUCATE, MAINTAIN AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE
3 TO PRESERVE THE HEALTH AND WELL BEING OF HARFORD COUNTY EMPLOYEES BY PROMOTING WELLNESS

GENERAL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>793,533</td>
<td>858,409</td>
<td>755,689</td>
<td>719,350</td>
<td>719,350</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>16,407</td>
<td>19,937</td>
<td>23,900</td>
<td>22,300</td>
<td>22,300</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>4,533</td>
<td>5,918</td>
<td>6,750</td>
<td>6,450</td>
<td>6,450</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>5,702</td>
<td>3,974</td>
<td>4,800</td>
<td>5,150</td>
<td>5,150</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL / INTERFUND</td>
<td>41</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>820,216</td>
<td>888,238</td>
<td>791,139</td>
<td>753,250</td>
<td>753,250</td>
</tr>
<tr>
<td>FUNDING SOURCE:</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 GENERAL</td>
<td>820,216</td>
<td>888,238</td>
<td>791,139</td>
<td>753,250</td>
<td>753,250</td>
</tr>
</tbody>
</table>
DEPARTMENT:  HUMAN RESOURCES
INDEX:  082000

FINANCIAL NOTES:
The ($37,889) net decrease in funding for Human Resources is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>549,690</td>
<td>545,100</td>
<td>(4,590) Full Time Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(7,460) Staff Turnover (1.36%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2,870 Salary Adjustments based on recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(4,590)</td>
</tr>
<tr>
<td>o</td>
<td>0</td>
<td>50,000</td>
<td>50,000 Temporary Salaries - funding for work with The Commission on Disabilities</td>
</tr>
<tr>
<td>o</td>
<td>20,273</td>
<td>20,273</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>9,127</td>
<td>9,127</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>(111,550)</td>
<td>(111,550)</td>
<td>Positions created/abolished from the division of Human Resources:</td>
</tr>
<tr>
<td></td>
<td># of Positions</td>
<td>Salary</td>
<td>Fringes</td>
</tr>
<tr>
<td></td>
<td>(1.00)</td>
<td>(39,900)</td>
<td>(25,060)</td>
</tr>
<tr>
<td></td>
<td>(1.00)</td>
<td>(34,595)</td>
<td>(11,995)</td>
</tr>
<tr>
<td></td>
<td>(2.00)</td>
<td>(74,495)</td>
<td>(37,055)</td>
</tr>
<tr>
<td>o</td>
<td>112,208</td>
<td>103,013</td>
<td>(9,195) Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>49,472</td>
<td>53,765</td>
<td>4,293 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>1,264</td>
<td>2,665</td>
<td>1,401 Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>41,795</td>
<td>45,697</td>
<td>3,902 FICA adjustment</td>
</tr>
<tr>
<td>o</td>
<td>4,600</td>
<td>3,350</td>
<td>(1,250) Line items significantly adjusted, based on actual expense history:</td>
</tr>
<tr>
<td></td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td></td>
<td>3,800</td>
<td>2,200</td>
<td>(1,600) Telephone Service</td>
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<tr>
<td></td>
<td>50</td>
<td>150</td>
<td>100 Parking and Tolls</td>
</tr>
<tr>
<td></td>
<td>750</td>
<td>1,000</td>
<td>250 Transportation Costs</td>
</tr>
<tr>
<td></td>
<td>4,600</td>
<td>3,350</td>
<td>(1,250)</td>
</tr>
<tr>
<td>o</td>
<td>300</td>
<td>0</td>
<td>(300) Equipment Repair Parts - no longer servicing Lektriever filing system</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** HUMAN RESOURCES  
**DIVISION:** HUMAN RESOURCES  
**Index No. 082000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>56,136</td>
<td>1.00</td>
<td>56,136</td>
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<td>1.00</td>
<td>34,595</td>
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<td>Deputy Director of Human Resources</td>
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<td>92,923</td>
<td>1.00</td>
<td>92,923</td>
<td>1.00</td>
<td>96,640</td>
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<td>Director, Human Resources</td>
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<td>110,933</td>
<td>1.00</td>
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<td>1.00</td>
<td>115,370</td>
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<td>55,206</td>
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<td>Human Resources Manager</td>
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<td>71,009</td>
<td>1.00</td>
<td>71,009</td>
<td>1.00</td>
<td>73,850</td>
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<td>Human Resources Specialist</td>
<td>3.00</td>
<td>150,339</td>
<td>3.00</td>
<td>128,888</td>
<td>1.00</td>
<td>50,365</td>
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<td>Human Resources Technician</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>33,100</td>
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<tr>
<td>Senior Human Resources Analyst</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>1.00</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FULL-TIME SALARIES</strong></td>
<td>8.00</td>
<td>536,546</td>
<td>9.00</td>
<td>549,690</td>
<td>7.00</td>
<td>487,991</td>
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<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
<td>0.00</td>
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<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>8.00</td>
<td>536,546</td>
<td>9.00</td>
<td>549,690</td>
<td>7.00</td>
<td>537,991</td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>69,751</td>
<td>49,472</td>
<td>48,799</td>
<td>223,748</td>
<td>205,999</td>
<td>181,359</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>2,249</td>
<td>1,264</td>
<td>2,587</td>
<td>2,249</td>
<td>1,264</td>
<td>2,587</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>109,839</td>
<td>112,208</td>
<td>78,813</td>
<td>109,839</td>
<td>112,208</td>
<td>78,813</td>
</tr>
<tr>
<td>PEHP</td>
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<td>0</td>
<td>9,127</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
</tr>
<tr>
<td>FICA</td>
<td>40,789</td>
<td>41,795</td>
<td>41,053</td>
<td>40,789</td>
<td>41,795</td>
<td>41,053</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,120</td>
<td>1,260</td>
<td>980</td>
<td>1,120</td>
<td>1,260</td>
<td>980</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>223,748</td>
<td>205,999</td>
<td>181,359</td>
<td>223,748</td>
<td>205,999</td>
<td>181,359</td>
</tr>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>24,888</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>785,182</td>
<td>755,689</td>
<td>719,350</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Clerk Typist position transferred to Water & Sewer Maintenance - # 0095  
B - One (1) vacant Human Resources Specialist position transferred to Procurement Operations - # 0199  
C - One (1) Human Resources Specialist filled as a Human Resources Technician - # 0202  
D - One (1) Human Resources Analyst position upgraded to Senior Human Resources Analyst - # 0203
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$4,400</td>
<td>$10,800*</td>
<td>$13,000</td>
<td>$13,000</td>
<td>$13,000</td>
</tr>
<tr>
<td>Number of staff</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employment applications processed</td>
<td>1,128</td>
<td>4,720</td>
<td>5,682</td>
<td>7,095</td>
<td>5,000</td>
</tr>
<tr>
<td>Number of position postings</td>
<td>28</td>
<td>110</td>
<td>92</td>
<td>89</td>
<td>70</td>
</tr>
<tr>
<td>Number of employees hired</td>
<td>44</td>
<td>111</td>
<td>154</td>
<td>105</td>
<td>100</td>
</tr>
<tr>
<td>Percent of minority applicants hired</td>
<td>20%</td>
<td>14%</td>
<td>11%</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of position vacancies filled with qualified candidates</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of interviews monitored for fair practice</td>
<td>36%</td>
<td>21%</td>
<td>23%</td>
<td>21%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of employees who complete probationary period</td>
<td>98%</td>
<td>94%</td>
<td>95%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

**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.)

**Major Related Plans and Policies**
EEO / Affirmative Action
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$20,000</td>
<td>$20,000</td>
<td>$14,000</td>
<td>$14,000</td>
<td>$14,000</td>
</tr>
<tr>
<td>Number of staff</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of management classes scheduled</td>
<td>41</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Number of computer skills classes scheduled</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributed cost of management courses</td>
<td>$13,872</td>
<td>$0</td>
<td>$980</td>
<td>$3,650</td>
<td>$1,000</td>
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<tr>
<td>Distributed cost of Human Resource courses</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Distributed cost of computer skills courses</td>
<td>$17,110</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of management classes cancelled</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>Number of computer skills classes cancelled</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees attending management classes</td>
<td>290</td>
<td>0</td>
<td>27</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Number of employees attending Human Resource classes</td>
<td>160</td>
<td>1,220</td>
<td>0</td>
<td>284</td>
<td>280</td>
</tr>
<tr>
<td>Number of employees attending computer classes</td>
<td>72</td>
<td>35</td>
<td>112</td>
<td>118</td>
<td>118</td>
</tr>
</tbody>
</table>

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).
## 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Number of staff</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Amount spent on preventive services</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Amount spent on wellness fairs and promotions</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of wellness fairs, including on-site visitations</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of employees reached via promotions &amp; services</td>
<td>38%</td>
<td>39%</td>
<td>45%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Percent of employees/retirees participating in wellness fairs</td>
<td>8%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits preserved with no reduction in service?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Percent of increase in health care benefit costs</td>
<td>10%</td>
<td>5%</td>
<td>7%</td>
<td>0%</td>
<td>7%</td>
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</tbody>
</table>

**Explanation and Analysis of Performance Measures**
Due to the state of the economy, our wellness budget was greatly reduced.
DEPARTMENT OF HUMAN RESOURCES

NUMBER OF APPLICATIONS PROCESSED & EMPLOYEES HIRED

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications</th>
<th>Employees</th>
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<tr>
<td>FY 08</td>
<td>2,741</td>
<td>173</td>
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<tr>
<td>FY 09</td>
<td>1,234</td>
<td>96</td>
</tr>
<tr>
<td>FY 10</td>
<td>1,128</td>
<td>44</td>
</tr>
<tr>
<td>FY 11</td>
<td>4,720</td>
<td>111</td>
</tr>
<tr>
<td>FY 12</td>
<td>4,867</td>
<td>119</td>
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</tbody>
</table>

Applications are shown in grey, and Employees are shown in black.
ORIGIN/PURPOSE:

The Personnel Matters accounts were established to provide unified management control of those areas of employee services which are budgeted within and charged to each fund, yet provided and approved by the Department of Human Resources. Combining these accounts allows for more accurate budgeting, tighter control of expenditures, and centralization of information and reporting.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>312,046</td>
<td>2,358,603</td>
<td>854,997</td>
<td>854,997</td>
<td>854,997</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
<td>143,411</td>
<td>137,852</td>
<td>159,884</td>
<td>159,884</td>
<td>159,884</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>23,064</td>
<td>10,701</td>
<td>14,000</td>
<td>14,000</td>
<td>14,000</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>11,837</td>
<td>5,539</td>
<td>11,746</td>
<td>7,000</td>
<td>7,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>490,358</td>
<td>2,512,695</td>
<td>1,040,627</td>
<td>1,035,881</td>
<td>1,035,881</td>
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SUMMARY BY FUND:

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<tr>
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<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>379,287</td>
<td>1,887,608</td>
<td>557,522</td>
<td>552,776</td>
<td>552,776</td>
</tr>
<tr>
<td>HIGHWAYS</td>
<td>42,110</td>
<td>396,890</td>
<td>283,199</td>
<td>283,199</td>
<td>283,199</td>
</tr>
<tr>
<td>WATER &amp; SEWER</td>
<td>68,961</td>
<td>228,197</td>
<td>199,906</td>
<td>199,906</td>
<td>199,906</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>490,358</td>
<td>2,512,695</td>
<td>1,040,627</td>
<td>1,035,881</td>
<td>1,035,881</td>
</tr>
</tbody>
</table>

SUMMARY BY DIVISION:

<table>
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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL - PERSONNEL MATTERS</td>
<td>379,287</td>
<td>1,887,608</td>
<td>557,522</td>
<td>552,776</td>
<td>552,776</td>
</tr>
<tr>
<td>HIGHWAYS - PERSONNEL MATTERS</td>
<td>42,110</td>
<td>396,890</td>
<td>283,199</td>
<td>283,199</td>
<td>283,199</td>
</tr>
<tr>
<td>WATER &amp; SEWER - PERSONNEL MATTERS</td>
<td>68,961</td>
<td>228,197</td>
<td>199,906</td>
<td>199,906</td>
<td>199,906</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>490,358</td>
<td>2,512,695</td>
<td>1,040,627</td>
<td>1,035,881</td>
<td>1,035,881</td>
</tr>
<tr>
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<td>AUDITED FY 12</td>
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<td>EXECUTIVE PROPOSED FY 14</td>
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<td>1602 Social Security</td>
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<tr>
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DEPARTMENT OF COMMUNITY SERVICES

- County Executive
  - Director of Administration
    - Director of Community Services
      - Office of the Director
        - Harford Transit
      - Office on Aging
      - Office on Drug Control Policy
      - Office of Human Relations
      - Volunteer Services
      - Grants Programs
        - Social Services
        - Emergency Assistance
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 provision for our citizens.

MISSION STATEMENT:

TO PROVIDE A NETWORK OF HUMAN SERVICES THAT IS EFFICIENT, EFFECTIVE, AND RESPONSIVE TO THE NEEDS OF HARFORD COUNTY CITIZENS

FY '13 - '14 KEY GOALS:

1. TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY

2. TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS

3. TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE

4. TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

5. TO ENCOURAGE THE GROWTH AND STABILITY OF CULTURAL ORGANIZATIONS IN HARFORD COUNTY
## COMMUNITY SERVICES

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<td>PERSONAL SERVICES</td>
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<td>SUPPLIES &amp; MATERIALS</td>
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<td>BUSINESS &amp; TRAVEL</td>
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<td>CAPITAL OUTLAY</td>
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<td>MISCELLANEOUS</td>
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<td>2,813,965</td>
<td>2,697,122</td>
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**GRAND TOTAL**

|                | 6,377,161     | 6,891,406     | 6,989,144             | 7,877,026                | 7,877,026     |

### SUMMARY BY FUND:

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<tr>
<th></th>
<th>6,377,161</th>
<th>6,891,406</th>
<th>6,989,144</th>
<th>7,877,026</th>
<th>7,877,026</th>
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<td>6,891,406</td>
<td>6,989,144</td>
<td>7,877,026</td>
<td>7,877,026</td>
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</table>

**GRAND TOTAL**

|                | 6,377,161     | 6,891,406     | 6,989,144             | 7,877,026                | 7,877,026     |

### SUMMARY BY DIVISION:

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<tr>
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<th>570,394</th>
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<th>611,873</th>
<th>745,253</th>
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<td>DIRECTOR OF COMMUNITY SERVICES</td>
<td>957,513</td>
<td>979,257</td>
<td>876,675</td>
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<td>OFFICE OF DRUG CONTROL POLICY</td>
<td>1,608,199</td>
<td>1,528,725</td>
<td>1,478,119</td>
<td>1,510,812</td>
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<td>COMMUNITY DEVELOPMENT</td>
<td>172,610</td>
<td>168,590</td>
<td>158,791</td>
<td>160,684</td>
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<td>EMERGENCY ASSISTANCE</td>
<td>1,353,531</td>
<td>1,513,214</td>
<td>1,578,433</td>
<td>1,747,944</td>
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<td>HARFORD TRANSIT</td>
<td>1,714,914</td>
<td>2,088,816</td>
<td>2,285,253</td>
<td>2,692,165</td>
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**GRAND TOTAL**

|                | 6,377,161     | 6,891,406     | 6,989,144             | 7,877,026                | 7,877,026     |

### SUMMARY OF GRANT BUDGETS


421
FINANCIAL NOTES:
The $887,882 net increase in funding for Community Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>112,067</td>
<td>112,067</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
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<tr>
<td>2,254,490</td>
<td>2,205,040</td>
<td>(49,450) Full Time Salaries:</td>
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<tr>
<td>4093</td>
<td>(49,450)</td>
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<tr>
<td>(53,543)</td>
<td>Staff Turnover (2.37%)</td>
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<tr>
<td>74,398</td>
<td>74,398</td>
<td>Two part-time Cultural Arts Board Coordinator positions transferred from County Council - Cultural Arts Board:</td>
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<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
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<td>14,997</td>
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<tr>
<td>0.50</td>
<td>28,602</td>
<td>6,109</td>
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<tr>
<td>1.00</td>
<td>53,292</td>
<td>21,106</td>
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<td>348,347</td>
<td>410,232</td>
<td>61,885</td>
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<tr>
<td>Office of Drug Control</td>
<td>32,816</td>
<td>Additional funding for Juvenile Drug Court Administrative Specialist I</td>
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<tr>
<td>Community Development</td>
<td>39,069</td>
<td>Human Relations Administrative Specialist II position</td>
</tr>
<tr>
<td>Harford Transit (10,000)</td>
<td>Bus Driver funding reduced based on actual expense history</td>
<td></td>
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<tr>
<td>544,947</td>
<td>586,084</td>
<td>41,137</td>
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<td>55,494</td>
<td>55,494</td>
<td>PEHP (Post Employment Health Plan)</td>
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<td>199,609</td>
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422
# COMMUNITY SERVICES

**FINANCIAL NOTES:**

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<th>FY 13</th>
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<tr>
<td>172,475</td>
<td>151,408</td>
<td>(21,067)</td>
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Other Professional Services

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<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
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<tr>
<td>#091000</td>
<td>25,933</td>
<td>27,233</td>
<td>1,300</td>
<td>Sign language interpreter for Disabilities meetings, contractual services. Increase due to Cultural Arts Board function moved from County Council.</td>
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<tr>
<td>#094000</td>
<td>120,000</td>
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<td>Speakers/facilities for symposiums/prevention programs; in-patient beds for substance abuse treatment; urinalysis and psychological examinations.</td>
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<tr>
<td>#095000</td>
<td>4,200</td>
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<td>(3,200)</td>
<td>Bowman System HMIS contract @ $3,200 moved to Information &amp; Communications Technology (ICT); Harford's Most Beautiful @ $1,000</td>
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<tr>
<td>#097100</td>
<td>6,000</td>
<td>1,000</td>
<td>(5,000)</td>
<td>Bus vouchers for indigent seniors @ $1,000 program licensing, data conversion, for &quot;AIM&quot; @ $5,000 moved to ICT</td>
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<tr>
<td>#097200</td>
<td>16,342</td>
<td>2,175</td>
<td>(14,167)</td>
<td>Route Match software services contract moved to Information &amp; Communications Technology (ICT)</td>
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Dept Total | 172,475 | 151,408 | (21,067) |
### COMMUNITY SERVICES

**FINANCIAL NOTES:**

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<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tr>
<td>Office Equipment - increase for excess copies for Harford Transit based on actual expense history and new contract leases for the Office on Aging and Highland Activity Center</td>
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<td>43,081</td>
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<td>Transportation Costs - increase for taxi service costs for Juvenile Drug Court participants and less grant funding available</td>
<td>12,400</td>
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<td>Line items significantly adjusted, based on actual expense history and transfer of Cultural Arts Board function from County Council:</td>
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<th>FY 13</th>
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<td>57,375</td>
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| 348,320 | 350,539 | 2,219 |

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<th>FY 14</th>
<th>Change</th>
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<tr>
<td>County Facility Repair &amp; Renovations - increase for carpeting, tile and sub-flooring upgrades, and ceiling fans at Harford Transit</td>
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<td>Building/Custodial Services - increase for trash pick-up at Office on Aging and Chenowith Activity Center</td>
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424
COMMUNITY SERVICES

FINANCIAL NOTES:

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- 300 Medical Supplies - increase for a refurbished automated external debrillator (AED) for Office on Aging

Grants & Contributions:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
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<tbody>
<tr>
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<td>(75,000)</td>
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<tr>
<td>13,503</td>
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- Director of Community Services - Mediation Program support increases for health costs and 4% merit
- Director of Community Services - Cultural Arts Board
- Office of Drug Control - OPEB costs for various grants
- Office of Drug Control - Homecoming/Mann House support
- Office of Drug Control - miscellaneous drug grants
- Office of Drug Control - Service Reform Initiative (SRI)
- Office of Drug Control - provides health benefits per federal mandate
- Office of Drug Control - Highway Safety Commission Initiative
- Community Development - miscellaneous contributions
- Community Development - YMCA Aquatic Center - completed
- Community Development - OPEB costs for various grants
- Community Development - Human Services Grants
- Community Development - Visitation Center - no grant funding
- Community Development - Crisis Assistance - new for FY 14
- Emergency Assistance - Department of Social Services
- Office on Aging - Senior Class contribution @ $5,000 and to restore services lost from Senior Care Grant funding @ $62,500
COMMUNITY SERVICES

FINANCIAL NOTES:

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<thead>
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County Match / Transfers Out: Local match required for Federal and State grants increase primarily due to additional match requirements as a result of funding allocations, new grant awards, and merit costs:

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<th>Change</th>
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Harford Transit - SSTAP
Harford Transit - Section 5307
Harford Transit - MTA Capital Grants
Harford Transit - Americans with Disabilities
Harford Transit - Job/Access/Reserve Commute (JARC)
Harford Transit - New Freedom
## COMMUNITY SERVICES

### FINANCIAL NOTES:

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<th>CHANGE</th>
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<td>1,558</td>
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Grant-in-Aid funding:

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<td>0 Kelleher-Family &amp; Children Services</td>
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<td>0 CSAT - Family &amp; Children's Services</td>
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<td>0 LASOS - Linking All So Others Succeed</td>
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<td>43,083</td>
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- Total: 725,640, FY 13; 727,198, FY 14; Change: 1,558
## DEPARTMENT STAFF SUMMARY

### DEPARTMENT: COMMUNITY SERVICES

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<tr>
<th>POSITION TITLE</th>
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<th>ENACTED FY 14</th>
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428
DEPARTMENT STAFF SUMMARY

DEPARTMENT:  COMMUNITY SERVICES

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<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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FULL-TIME SALARIES

|                    | 36.00 | 2,128,541 | 38.00 | 2,254,490 | 38.00 | 2,321,504 |

SALARY OFFSET

|                    | 0.00  | 0         | 0.00  | 0         | 1.00  | 53,292    |

TOTAL FULL-TIME SALARIES

|                    | 36.00 | 2,128,541 | 38.00 | 2,254,490 | 38.00 | 2,288,068 |

PART-TIME SALARIES

| Cultural Arts Board Coordinator | 0.00 | 0         | 0.00 | 0         | 1.00 | 53,292    |

TOTAL PART-TIME SALARIES

|                    | 0.00  | 0         | 0.00  | 0         | 1.00  | 53,292    |

TEMPORARY SALARIES

|                    | 450,657 | 348,347 | 422,510 |

SALARY TOTAL

|                    | 36.00  | 2,579,198 | 38.00  | 2,602,837 | 39.00  | 2,763,870 |

OTHER PERSONAL SERVICES

| Pension & Retirement | 309,529 | 225,060 | 265,760 |
| Workers' Compensation | 22,739 | 26,143 | 23,396 |
| Health Benefits | 489,047 | 544,947 | 597,381 |
| PEHP | 0 | 0 | 55,494 |
| Overtime | 25,000 | 20,000 | 20,000 |
| FICA | 195,757 | 199,609 | 212,860 |
| Miscellaneous | 5,790 | 5,931 | 6,292 |

TOTAL OTHER PERSONAL SERVICES

|                    | 1,047,862 | 1,021,690 | 1,181,183 |

TOTAL 27TH PAY COST

|                    | 115,372 | 0 | 0 |

TOTAL PERSONAL SERVICES

|                    | 36.00  | 3,742,432 | 38.00  | 3,624,527 | 39.00  | 3,945,053 |

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department coordinates programs which meet an array of needs in Harford County. The agencies and programs that provide services are: Community Development; Grant-in-Aid; Block Grant/Home Programs; Disabilities Coordination; the Office on Aging; the Office of Drug Control Policy; Commission for Women; Volunteer Connection; Harford Transit; Human Relations; Kid's C.A.N. Mentoring Program; Mediation Commission, Transitional Services, the Rideshare Program, Drug Court Treatment programs and the Cultural Arts Board for Harford County.

### ALL FUND SUMMARY:

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<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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FINANCIAL NOTES:

The $133,380 net increase in funding for Community Services - Director of Community Services is the result of:

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</tr>
<tr>
<td>o</td>
<td>500</td>
<td>1,000</td>
</tr>
<tr>
<td>o</td>
<td>22,500</td>
<td>25,680</td>
</tr>
<tr>
<td>o</td>
<td>0</td>
<td>60</td>
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</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COMMUNITY SERVICES  
**DIVISION:** DIRECTOR OF COMMUNITY SERVICES  
**Index No.** 091000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>52,312</td>
<td>1.00</td>
<td>52,312</td>
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<td>54,404</td>
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<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
<td>54,000</td>
<td>1.00</td>
<td>64,420</td>
<td>1.00</td>
<td>66,995</td>
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<td>Administrative Specialist I</td>
<td>1.00</td>
<td>52,936</td>
<td>1.00</td>
<td>52,939</td>
<td>1.00</td>
<td>55,057</td>
</tr>
<tr>
<td>Deputy Director of Community Services</td>
<td>1.00</td>
<td>85,000</td>
<td>1.00</td>
<td>90,000</td>
<td>1.00</td>
<td>93,600</td>
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<tr>
<td>Director of Community Services</td>
<td>1.00</td>
<td>110,933</td>
<td>1.00</td>
<td>110,933</td>
<td>1.00</td>
<td>115,370</td>
</tr>
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</table>

**TOTAL FULL-TIME SALARIES**  
5.00 | 355,181  
5.00 | 370,604  
5.00 | 385,426

**PART-TIME SALARIES**  
- Cultural Arts Board Coordinator: 0.00, 0, 0, 1.00, 53,292

**TOTAL PART-TIME SALARIES**  
0.00 | 0  
0.00 | 0  
1.00 | 53,292

**TEMPORARY SALARIES**  
- 6,791  
- 6,251  
- 6,501

**SALARY TOTAL**  
5.00 | 361,972  
5.00 | 376,855  
6.00 | 445,219

**OTHER PERSONAL SERVICES**  
- Pension & Retirement: 47,057, 33,917, 44,522
- Workers' Compensation: 4,884, 5,795, 6,087
- Health Benefits: 72,638, 92,560, 105,476
- PEHP: 0, 0, 9,127
- FICA: 27,435, 28,573, 33,955
- Miscellaneous: 700, 700, 1,120

**TOTAL OTHER PERSONAL SERVICES**  
152,714  
161,545  
200,287

**TOTAL 27TH PAY COST**  
16,787  
0  
0

**TOTAL PERSONAL SERVICES**  
5.00 | 531,473  
5.00 | 538,400  
6.00 | 645,506

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) part-time Cultural Arts Board Coordinator positions transferred from County Council - Cultural Arts Board 407000 - #0519, #3025

B - Temporary funding provides for one (1) Clerk Typist
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

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing programs in support of arts organizations</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>51</td>
<td>50</td>
</tr>
<tr>
<td>Funds from Grants (State and County)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>103,822</td>
<td>106,000</td>
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<tr>
<td><strong>Output:</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of grants awarded</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>51</td>
<td>50</td>
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<tr>
<td>Number of organizations supported thru television, radio, programs, festivals and exhibitions</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>210</td>
<td>210</td>
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<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Arts - Supported Events</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>51</td>
<td>50</td>
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<tr>
<td>Cultural Arts - Artists Supported</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>4,614</td>
<td>4,614</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results of participant surveys</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Excellent</td>
<td>Excellent</td>
</tr>
<tr>
<td>Progress reports filed with funder(s)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds generated by match from CAD grants</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>133,879</td>
<td>133,000</td>
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<tr>
<td>Audience Participation</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>124,500</td>
<td>124,500</td>
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</table>

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 and quarterly newsletter."


ORIGIN/PURPOSE:

Established by a grant in 1980, the Office of Drug Control Policy is responsible for the assessment, development, implementation, and evaluation of the County-wide drug and alcohol prevention program. The program's philosophy embraces the concept of collaboration of all communities components, from individuals and families to public and private organizations in order to address the issue of drug use and abuse. Programming is conducted through a variety of grants, and there are on-going efforts to obtain additional funding.

FY '13 - '14 GOAL:

1 TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Summary By Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>562,180</td>
<td>595,817</td>
<td>487,175</td>
<td>571,168</td>
<td>571,168</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>109,858</td>
<td>110,817</td>
<td>127,100</td>
<td>125,200</td>
<td>125,200</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>12,308</td>
<td>14,017</td>
<td>13,000</td>
<td>13,250</td>
<td>13,250</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>16,286</td>
<td>21,639</td>
<td>13,400</td>
<td>18,550</td>
<td>18,550</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>256,881</td>
<td>236,819</td>
<td>235,000</td>
<td>291,800</td>
<td>291,800</td>
</tr>
<tr>
<td>INTER-GOVERNMENTAL / INTER-FUND</td>
<td>0</td>
<td>148</td>
<td>1,000</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Grand Total</td>
<td><strong>957,513</strong></td>
<td><strong>979,257</strong></td>
<td><strong>876,675</strong></td>
<td><strong>1,020,168</strong></td>
<td><strong>1,020,168</strong></td>
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</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td><strong>957,513</strong></td>
<td><strong>979,257</strong></td>
<td><strong>876,675</strong></td>
<td><strong>1,020,168</strong></td>
<td><strong>1,020,168</strong></td>
</tr>
</tbody>
</table>
### Financial Notes:

The $143,493 net increase in funding for Community Services - Office of Drug Control Policy is the result of:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Full Time Salaries</td>
<td>193,528</td>
<td>196,095</td>
<td>2,567</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Salary adjustments based on the recommendations of the Dept. of Human Resources</td>
</tr>
<tr>
<td>2. Salary adjustments based on the recommendations of the Dept. of Human Resources</td>
<td>18,535</td>
<td>18,535</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>3. Temporary Salaries - for six (6) positions - Assistant Coordinator - Juvenile Drug Court; Community Resources Coordinator/Evaluator, Prevention Associate, Juvenile Drug Court Programmer, Budget Technician and an Administrative Specialist</td>
<td>170,731</td>
<td>203,547</td>
<td>32,816</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Temporary Salaries - for six (6) positions - Assistant Coordinator - Juvenile Drug Court; Community Resources Coordinator/Evaluator, Prevention Associate, Juvenile Drug Court Programmer, Budget Technician and an Administrative Specialist I</td>
</tr>
<tr>
<td>4. Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>28,985</td>
<td>35,744</td>
<td>6,759</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6,759 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>5. PEHP (Post Employment Health Plan)</td>
<td>4,564</td>
<td>4,564</td>
<td>0</td>
</tr>
<tr>
<td>6. Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>909</td>
<td>804</td>
<td>(105)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(105) Life - based on actual expense history</td>
</tr>
<tr>
<td>7. Worker's Compensation rate adjustments per Treasury's estimates</td>
<td>2,544</td>
<td>451</td>
<td>(2,093)</td>
</tr>
<tr>
<td>8. Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
<td>62,612</td>
<td>80,856</td>
<td>18,244</td>
</tr>
<tr>
<td>9. Transportation Costs - taxi fare for Juvenile Drug Court participants, based on actual expense history and less grant funding available</td>
<td>120,000</td>
<td>120,000</td>
<td>0</td>
</tr>
<tr>
<td>10. Transportation Costs - taxi fare for Juvenile Drug Court participants, based on actual expense history and less grant funding available</td>
<td>12,000</td>
<td>17,000</td>
<td>5,000</td>
</tr>
<tr>
<td>11. Transportation Costs - taxi fare for Juvenile Drug Court participants, based on actual expense history and less grant funding available</td>
<td>120,000</td>
<td>120,000</td>
<td>0</td>
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</table>
**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td></td>
<td>13,750</td>
<td>11,450</td>
<td>(2,300)</td>
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</table>

(2,300) Line items significantly adjusted, based on actual expense history and state of the economy:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment</td>
<td>4,000</td>
<td>2,000</td>
<td>(2,000)</td>
</tr>
<tr>
<td>Other Advertising</td>
<td>1,150</td>
<td>1,250</td>
<td>100</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>5,500</td>
<td>5,000</td>
<td>(500)</td>
</tr>
<tr>
<td>Printing - Commercial</td>
<td>500</td>
<td>1,000</td>
<td>500</td>
</tr>
<tr>
<td>General Office Mailing</td>
<td>500</td>
<td>750</td>
<td>250</td>
</tr>
<tr>
<td>Mileage</td>
<td>250</td>
<td>150</td>
<td>(100)</td>
</tr>
<tr>
<td>Meals</td>
<td>200</td>
<td>100</td>
<td>(100)</td>
</tr>
<tr>
<td>Membership Fees &amp; Dues</td>
<td>650</td>
<td>1,000</td>
<td>350</td>
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<tr>
<td>Fleet Daily Carpool Rentals</td>
<td>1,000</td>
<td>200</td>
<td>(800)</td>
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</table>

Total: 13,750 11,450 (2,300)

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>213,000</td>
<td>269,800</td>
<td>56,800</td>
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</table>

56,800 Grants & Contributions provide for:

<table>
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<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding support for half-way houses due to State regulations requiring that Health Department funds be used for homes taking methadone patients</td>
<td>155,000</td>
<td>155,000</td>
<td>0</td>
</tr>
<tr>
<td>OPEB for grant employees</td>
<td>18,000</td>
<td>18,000</td>
<td>0</td>
</tr>
<tr>
<td>Service Reform Initiative (SRI)</td>
<td>15,000</td>
<td>15,000</td>
<td>0</td>
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<tr>
<td>Highway Safety Commission Initiative</td>
<td>0</td>
<td>55,000</td>
<td>55,000</td>
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<tr>
<td>Federal mandate to provide healthcare benefits for two grant employees</td>
<td>0</td>
<td>1,800</td>
<td>1,800</td>
</tr>
<tr>
<td>Miscellaneous grants</td>
<td>25,000</td>
<td>25,000</td>
<td>0</td>
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</tbody>
</table>

Total: 213,000 269,800 56,800

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>22,000</td>
<td>22,000</td>
<td>0</td>
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</tbody>
</table>

County Match/Transfers Out - DUI Court grant match

436
## DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: OFFICE OF DRUG CONTROL POLICY  
Index No. 094000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>49,334</td>
<td>1.00</td>
<td>49,334</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>53,874 A</td>
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<tr>
<td>Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>85,314</td>
<td>1.00</td>
<td>88,727</td>
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<tr>
<td>Juvenile Drug Court Coordinator</td>
<td>1.00</td>
<td>58,880</td>
<td>1.00</td>
<td>58,880</td>
<td>1.00</td>
<td>61,235</td>
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<tr>
<td>Manager, Substance Abuse &amp; Drug Control</td>
<td>1.00</td>
<td>85,314</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>3.00</td>
<td>193,528</td>
<td>3.00</td>
<td>193,528</td>
<td>3.00</td>
<td>203,836</td>
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<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>165,662</td>
<td></td>
<td>170,731</td>
<td></td>
<td>211,689 B</td>
<td></td>
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<td><strong>SALARY TOTAL</strong></td>
<td>3.00</td>
<td>359,190</td>
<td>3.00</td>
<td>364,259</td>
<td>3.00</td>
<td>415,525</td>
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</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>41,209</td>
<td>28,985</td>
<td>37,163</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>2,204</td>
<td>2,544</td>
<td>469</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>63,047</td>
<td>62,612</td>
<td>80,856</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>27,478</td>
<td>27,866</td>
<td>31,787</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>880</td>
<td>909</td>
<td>804</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>134,818</td>
<td>122,916</td>
<td>155,643</td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**  
16,457  

**TOTAL PERSONAL SERVICES**  
3.00  510,465  3.00  487,175  3.00  571,168

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant I position upgraded to Administrative Specialist I - #1060
B - Temporary salaries provide funding for Budget Technician, Juvenile Drug Court Assistant Coordinator, Juvenile Drug Court Programmer, Drug Court Prevention Associate, Evaluator and a Juvenile Drug Court Administrative Specialist I
DEPARTMENT OF COMMUNITY SERVICES - OFFICE OF DRUG CONTROL
OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**
To reduce substance abuse in Harford County.

**Department Objective**
To encourage and expand prevention services involving County government, non-profits and citizens to reduce substance abuse within the County using federal, state, and local funding.

**County Goal(s) Supported**
I. Public Safety
II. Efficient County Government

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substance Abuse Programs</td>
<td>195</td>
<td>171</td>
<td>202</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Funds from Grants</td>
<td>$723,311</td>
<td>$715,051</td>
<td>$472,028</td>
<td>$475,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Number of grants applied for</td>
<td>13</td>
<td>15</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of participants</td>
<td>23,517</td>
<td>15,870</td>
<td>19,007</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Progress reports related to grants</td>
<td>52</td>
<td>68</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Number of grants awarded</td>
<td>13</td>
<td>15</td>
<td>9</td>
<td>9</td>
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</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of grants renewed</td>
<td>13</td>
<td>15</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participant Surveys</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
</tr>
<tr>
<td>Progress Reports</td>
<td>52</td>
<td>68</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction of 12th graders using marijuana &amp; binge drinking</td>
<td>(.08%)</td>
<td>4.7%</td>
<td>4.7%</td>
<td>0.5%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Number of drug/alcohol overdoses</td>
<td>35</td>
<td>30</td>
<td>38</td>
<td>40</td>
<td>40</td>
</tr>
</tbody>
</table>

**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 - NUMBER of PEOPLE SERVED

<table>
<thead>
<tr>
<th>Year</th>
<th>Participants</th>
<th>Attendees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 08</td>
<td>195</td>
<td>11,067</td>
<td>11,262</td>
</tr>
<tr>
<td>FY 09</td>
<td>450</td>
<td>12,000</td>
<td>12,450</td>
</tr>
<tr>
<td>FY 10</td>
<td>600</td>
<td>22,910</td>
<td>23,517</td>
</tr>
<tr>
<td>FY 11</td>
<td>405</td>
<td>15,465</td>
<td>15,870</td>
</tr>
<tr>
<td>FY 12</td>
<td>626</td>
<td>18,381</td>
<td>19,007</td>
</tr>
</tbody>
</table>
Administrative Policy 300-01 provides for financial and programmatic development assistance to designated private, nonprofit human services agencies in Harford County. In FY 01, the name of this index changed from Local Grants to Community Development. Through Community Development, qualified organizations, new or established, are assisted in delivering public service needs which may not be provided within the County government structure.

This Division administers local, state, and federal grant funds given to organizations meeting citizen needs. Community Development designs programs for and writes / administers grants from outside sources resulting in additional services without additional taxpayer costs. It also provides technical assistance to any agency or organization requesting assistance.

**FY ’13 - ’14 GOAL:**

2 TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER</th>
<th>AU DITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>553,068</td>
<td>563,277</td>
<td>496,487</td>
<td>547,380</td>
<td>547,380</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,035</td>
<td>4,509</td>
<td>5,700</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>2,416</td>
<td>4,564</td>
<td>1,350</td>
<td>1,850</td>
<td>1,850</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>2,699</td>
<td>585</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>1,045,981</td>
<td>955,790</td>
<td>972,082</td>
<td>957,082</td>
<td>957,082</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,608,199</strong></td>
<td><strong>1,528,725</strong></td>
<td><strong>1,478,119</strong></td>
<td><strong>1,510,812</strong></td>
<td><strong>1,510,812</strong></td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| 11 GENERAL | 1,608,199 | 1,528,725 | 1,478,119 | 1,510,812 | 1,510,812 |

441
The $32,693 net increase in funding for Community Services - Community Development is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,161</td>
<td>12,161</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>309,256</td>
<td>275,456</td>
<td>(33,800) Full Time Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(33,800) Staff Turnover (10.93%)</td>
</tr>
<tr>
<td>46,945</td>
<td>86,014</td>
<td>39,069 Temporary Salaries - increase for a Human Relations Administrative Specialist II position</td>
</tr>
<tr>
<td>32,058</td>
<td>36,467</td>
<td>4,409 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>78,751</td>
<td>92,176</td>
<td>13,425 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>14,421</td>
<td>14,421</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>26,468</td>
<td>27,652</td>
<td>1,184 FICA Adjustments</td>
</tr>
<tr>
<td>1,400</td>
<td>900</td>
<td>(500) Telephone - decrease based on actual expense history</td>
</tr>
</tbody>
</table>
**DEPARTMENT:** COMMUNITY SERVICES  
**DIVISION:** Community Development  
**INDEX:** 095000  

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>1,000</td>
<td>500 General Office Supplies - increase based on actual expense history</td>
</tr>
<tr>
<td>4,200</td>
<td>1,000</td>
<td>(3,200) Other Professional Services - for Harford's Most Beautiful Program; funding for Bowman Systems moved to Information and Communications Technology (ICT) @ ($3,200)</td>
</tr>
<tr>
<td>166,619</td>
<td>166,619</td>
<td>0 County Match/Transfers Out:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>17,600</td>
<td>17,600</td>
<td>0 Emergency Solution Grant</td>
</tr>
<tr>
<td>133,449</td>
<td>133,449</td>
<td>0 Home Grant</td>
</tr>
<tr>
<td>15,570</td>
<td>15,570</td>
<td>0 RSVP Grant</td>
</tr>
<tr>
<td><strong>166,619</strong></td>
<td><strong>166,619</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>112,503</td>
<td>95,945</td>
<td>(16,558) Grants &amp; Contributions:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,000</td>
<td>4,000</td>
<td>0 Miscellaneous Contributions</td>
</tr>
<tr>
<td>75,000</td>
<td>0</td>
<td>(75,000) YMCA Aquatic Center - not needed in FY 14</td>
</tr>
<tr>
<td>20,000</td>
<td>20,000</td>
<td>0 OPEB for grant employees</td>
</tr>
<tr>
<td>0</td>
<td>10,000</td>
<td>10,000 Harford County Visitation Center - can no longer charge to a grant</td>
</tr>
<tr>
<td>0</td>
<td>50,000</td>
<td>50,000 Crisis Assistance Grant - New for FY 14</td>
</tr>
<tr>
<td>13,503</td>
<td>11,945</td>
<td>(1,558) Human Services Grants</td>
</tr>
<tr>
<td><strong>112,503</strong></td>
<td><strong>95,945</strong></td>
<td><strong>(16,558)</strong></td>
</tr>
</tbody>
</table>
Grant in Aid to various non-profit organizations:

<table>
<thead>
<tr>
<th>Organization</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Charities</td>
<td>11,451</td>
<td>11,451</td>
<td>0</td>
</tr>
<tr>
<td>Habitat for Humanity</td>
<td>29,070</td>
<td>29,070</td>
<td>0</td>
</tr>
<tr>
<td>Kelleher-Family &amp; Children Services</td>
<td>15,555</td>
<td>15,555</td>
<td>0</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>8,208</td>
<td>8,208</td>
<td>0</td>
</tr>
<tr>
<td>SARC</td>
<td>73,011</td>
<td>73,011</td>
<td>0</td>
</tr>
<tr>
<td>ARC of Harford County - Family Services</td>
<td>10,776</td>
<td>10,776</td>
<td>0</td>
</tr>
<tr>
<td>Mason Dixon Community Services</td>
<td>36,567</td>
<td>36,567</td>
<td>0</td>
</tr>
<tr>
<td>Marriage Licenses / Spouse Abuse</td>
<td>35,000</td>
<td>35,000</td>
<td>0</td>
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<tr>
<td>Legal Aid</td>
<td>29,412</td>
<td>29,412</td>
<td>0</td>
</tr>
<tr>
<td>Harford Community Action Agency</td>
<td>35,898</td>
<td>35,898</td>
<td>0</td>
</tr>
<tr>
<td>CSAT - Family &amp; Children's Services</td>
<td>33,339</td>
<td>33,339</td>
<td>0</td>
</tr>
<tr>
<td>Assoc Catholic Charities - Anna's House</td>
<td>45,651</td>
<td>46,000</td>
<td>349</td>
</tr>
<tr>
<td>Inter-County Outreach</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
</tr>
<tr>
<td>Harford Family House</td>
<td>16,923</td>
<td>16,923</td>
<td>0</td>
</tr>
<tr>
<td>Harford Boys &amp; Girls Club</td>
<td>116,787</td>
<td>116,787</td>
<td>0</td>
</tr>
<tr>
<td>Wilson Ministry Center</td>
<td>12,819</td>
<td>13,000</td>
<td>181</td>
</tr>
<tr>
<td>Big Brothers/Sisters</td>
<td>8,892</td>
<td>8,892</td>
<td>0</td>
</tr>
<tr>
<td>Chesapeake Therapeutic Riding</td>
<td>500</td>
<td>500</td>
<td>0</td>
</tr>
<tr>
<td>Faith Communities &amp; Civic Agencies</td>
<td>48,387</td>
<td>48,387</td>
<td>0</td>
</tr>
<tr>
<td>Alliance</td>
<td>4,788</td>
<td>4,788</td>
<td>0</td>
</tr>
<tr>
<td>Homecoming for Women</td>
<td>5,472</td>
<td>6,000</td>
<td>528</td>
</tr>
<tr>
<td>Core Service Agency - Mobile Crisis</td>
<td>41,371</td>
<td>41,371</td>
<td>0</td>
</tr>
<tr>
<td>LASOS (Linking All So Others Succeed)</td>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
</tr>
<tr>
<td>ARC of Harford County - Vocational Services</td>
<td>43,083</td>
<td>43,083</td>
<td>0</td>
</tr>
<tr>
<td>Tabernacle of Faith</td>
<td>2,500</td>
<td>3,000</td>
<td>500</td>
</tr>
<tr>
<td>Village at Lakeview NNC Center</td>
<td>2,500</td>
<td>2,500</td>
<td>0</td>
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</tbody>
</table>

<p>| Total Grant in Aid                               | 692,960| 694,518| 1,558  |</p>
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Specialist II</td>
<td>1.00</td>
<td>52,055</td>
<td>2.00</td>
<td>112,055</td>
<td>1.00</td>
<td>62,400</td>
</tr>
<tr>
<td>Administrator</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>66,872</td>
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<tr>
<td>Community Resources Coordinator</td>
<td>1.00</td>
<td>43,900</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Coordinator for Disabilities</td>
<td>1.00</td>
<td>61,895</td>
<td>1.00</td>
<td>61,895</td>
<td>1.00</td>
<td>48,000</td>
</tr>
<tr>
<td>Grants Coordinator</td>
<td>1.00</td>
<td>60,000</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Housing Services Coordinator</td>
<td>1.00</td>
<td>70,306</td>
<td>1.00</td>
<td>70,306</td>
<td>1.00</td>
<td>73,118</td>
</tr>
<tr>
<td>Human Relations Manager</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>65,000</td>
<td>1.00</td>
<td>67,600</td>
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</table>

**FULL-TIME SALARIES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.00</td>
<td>288,156</td>
<td>5.00</td>
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<tr>
<td>SALARY OFFSET</td>
<td>0</td>
<td>0</td>
<td>(33,436)</td>
</tr>
<tr>
<td>TOTAL FULL-TIME SALARIES</td>
<td>5.00</td>
<td>288,156</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>284,554</td>
</tr>
</tbody>
</table>

**TEMPORARY SALARIES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>143,784</td>
<td>46,945</td>
<td>87,455</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.00</td>
<td>431,940</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>5.00</td>
<td>356,201</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>5.00</td>
<td>372,009</td>
<td></td>
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</tbody>
</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>43,671</td>
<td>32,058</td>
<td>37,200</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>1,512</td>
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<td>2,248</td>
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<tr>
<td>Health Benefits</td>
<td>79,506</td>
<td>78,751</td>
<td>92,176</td>
</tr>
<tr>
<td>PEHP</td>
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<td>0</td>
<td>14,421</td>
</tr>
<tr>
<td>FICA</td>
<td>31,428</td>
<td>26,468</td>
<td>28,458</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>990</td>
<td>822</td>
<td>868</td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>157,107</td>
<td>140,286</td>
<td>175,371</td>
</tr>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16,239</td>
<td>0</td>
<td>0</td>
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**TOTAL PERSONAL SERVICES**

<table>
<thead>
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<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.00</td>
<td>605,286</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>5.00</td>
<td>496,487</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>5.00</td>
<td>547,380</td>
<td></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Specialist II position reclassified and filled as an Administrator and offset 50% by grant funding - #3584
B - Temporary salaries provide for one Administrative Specialist II and partial salaries for two Community Development Coordinators
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Community Service Programs</td>
<td>83</td>
<td>80</td>
<td>78</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Funds from Grants</td>
<td>$8,465,000</td>
<td>$8,937,933</td>
<td>$5,045,000</td>
<td>$6,000,000</td>
<td>$6,000,000</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities sponsored/co-sponsored</td>
<td>89</td>
<td>89</td>
<td>95</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Organizations and projects served</td>
<td>265</td>
<td>265</td>
<td>308</td>
<td>265</td>
<td>265</td>
</tr>
<tr>
<td>Number of programs funded</td>
<td>113</td>
<td>100</td>
<td>92</td>
<td>79</td>
<td>79</td>
</tr>
<tr>
<td>Progress reports submitted to federal and state agencies</td>
<td>86</td>
<td>86</td>
<td>86</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside funds leveraged</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$3,500,000</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Leveraged partnerships</td>
<td>50</td>
<td>50</td>
<td>53</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results of participant surveys</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of people attended/affected by Community Services programs</td>
<td>15,000</td>
<td>12,000</td>
<td>16,000</td>
<td>12,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Participants of County funded human service programs</td>
<td>75,000</td>
<td>50,000</td>
<td>45,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
People affected by Community Service programs include County employees and citizens who attend training and seminars sponsored by the Community Services department as well as those who access department services throughout the year. The Department of Community Services, through the Community Division, was successful in leveraging additional financial resources in FY 2012 due to two large housing projects - St. John's Commons located in Havre de Grace and Perryman Station located in Aberdeen. Both projects leveraged state tax credits and private funding.

Major Related Plans and Policies
Harford County Consolidated Plan, U.S. Census Data, Continuum of Care Plan
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:

- 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).

- State Foster Care Board monthly supplements are forwarded to approved foster parents for each child in their care that month. Supplements increase the agency's ability to recruit foster parents for Harford County children who must be placed out of the homes of their parents or relatives. Based on the child's age (birth through 11 years of age and 12 years and older), supplements are used for items for which foster families would have to pay "out of pocket" such as class trips, caps and gowns, and other incidentals. Funds may also be used for foster parent applicants who cannot afford the cost of required medical examinations.

- In-home aide care to severely disabled adults, thereby preventing family break-up, institutionalization, and/or hospitalization.

- Matching funds to those funds provided by outside sources, funds are used to meet the emergency needs of Harford County citizens.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>93,137</td>
<td>96,891</td>
<td>87,092</td>
<td>88,985</td>
<td>88,985</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>79,473</td>
<td>71,699</td>
<td>71,699</td>
<td>71,699</td>
<td>71,699</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>172,610</td>
<td>168,590</td>
<td>158,791</td>
<td>160,684</td>
<td>160,684</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL            | 172,610      | 168,590      | 158,791              | 160,684                 | 160,684      |
The $1,893 net increase in funding for Community Services - Emergency Assistance is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>2,918</td>
<td>2,918</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>5,571</td>
<td>6,190</td>
<td>619 Pension/Retirement Rate Adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>14,609</td>
<td>12,965</td>
<td>(1,644) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>71,699</td>
<td>71,699</td>
<td>0 Grants and Contributions:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Assistance</td>
<td>39,019</td>
<td>39,019</td>
<td>0</td>
</tr>
<tr>
<td>CS In-Home Aid</td>
<td>13,680</td>
<td>13,680</td>
<td>0</td>
</tr>
<tr>
<td>CS Emergency Housing &amp; Utility</td>
<td>19,000</td>
<td>19,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>71,699</td>
<td>71,699</td>
<td>0</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: EMERGENCY ASSISTANCE  
Index No. 096300

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Services Counselor</td>
<td>1.00</td>
<td>61,895</td>
<td>1.00</td>
<td>61,895</td>
<td>1.00</td>
<td>64,371</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>1.00</strong></td>
<td><strong>61,895</strong></td>
<td><strong>1.00</strong></td>
<td><strong>61,895</strong></td>
<td><strong>1.00</strong></td>
<td><strong>64,371</strong></td>
</tr>
</tbody>
</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>8,046</td>
<td>5,571</td>
<td>6,437</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>124</td>
<td>142</td>
<td>148</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>14,611</td>
<td>14,609</td>
<td>12,965</td>
</tr>
<tr>
<td>FICA</td>
<td>4,735</td>
<td>4,735</td>
<td>4,924</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>140</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>27,656</strong></td>
<td><strong>25,197</strong></td>
<td><strong>24,614</strong></td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td><strong>2,872</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>1.00</strong></td>
<td><strong>1.00</strong></td>
<td><strong>1.00</strong></td>
</tr>
<tr>
<td></td>
<td><strong>92,423</strong></td>
<td><strong>87,092</strong></td>
<td><strong>88,985</strong></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 '13 - '14 GOAL:

3 TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>887,398</td>
<td>1,104,528</td>
<td>1,206,673</td>
<td>1,259,039</td>
<td>1,259,039</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>61,590</td>
<td>58,670</td>
<td>74,980</td>
<td>69,061</td>
<td>69,061</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>9,992</td>
<td>9,077</td>
<td>9,375</td>
<td>9,375</td>
<td>9,375</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>4,889</td>
<td>7,663</td>
<td>5,050</td>
<td>7,950</td>
<td>7,950</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>389,662</td>
<td>333,276</td>
<td>282,355</td>
<td>402,519</td>
<td>402,519</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,353,531</td>
<td>1,513,214</td>
<td>1,578,433</td>
<td>1,747,944</td>
<td>1,747,944</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| GENERAL               | 1,353,531     | 1,513,214     | 1,578,433             | 1,747,944                | 1,747,944     |

450
The $169,511 net increase in funding for Community Services - Office on Aging is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>40,702</td>
<td>40,702</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>72,199</td>
<td>80,221</td>
<td>8,022 Pension/Retirement rate adjustments per Treasury’s estimates</td>
</tr>
<tr>
<td>194,951</td>
<td>189,555</td>
<td>(5,396) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>9,127</td>
<td>9,127</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>6,000</td>
<td>1,000</td>
<td>(5,000) Other Professional Services - funding for bus vouchers for indigent seniors; Ombudsman/Aim program licensing fees moved to Information and Communications Technology (ICT)</td>
</tr>
<tr>
<td>0</td>
<td>300</td>
<td>300 Medical Supplies - funding for a refurbished automated external defibrillator (AED) from Risk Management</td>
</tr>
</tbody>
</table>
**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>67,400</td>
<td>69,081</td>
<td>1,681</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,715</td>
<td>14,081</td>
<td>2,366</td>
</tr>
<tr>
<td>4,100</td>
<td>7,000</td>
<td>2,900</td>
</tr>
<tr>
<td>39,375</td>
<td>32,000</td>
<td>(7,375)</td>
</tr>
<tr>
<td>5,210</td>
<td>6,400</td>
<td>1,190</td>
</tr>
<tr>
<td>2,300</td>
<td>2,000</td>
<td>(300)</td>
</tr>
<tr>
<td>2,500</td>
<td>4,000</td>
<td>1,500</td>
</tr>
<tr>
<td>2,200</td>
<td>3,600</td>
<td>1,400</td>
</tr>
<tr>
<td>67,400</td>
<td>69,081</td>
<td>1,681</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>o</th>
<th>5,000</th>
<th>72,500</th>
</tr>
</thead>
</table>

Grants & Contributions - contribution for Senior Classes @ $5,000 and to continue services lost in the Senior Care Grant @ $67,500

<table>
<thead>
<tr>
<th>o</th>
<th>277,355</th>
<th>330,019</th>
</tr>
</thead>
</table>

County Match/Transfers Out: Local match required for Federal and State grants: increase due to additional match requirements as a result of funding allocations and merit costs

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>210,577</td>
<td>257,972</td>
<td>47,395</td>
</tr>
<tr>
<td>14,543</td>
<td>14,543</td>
<td>0</td>
</tr>
<tr>
<td>6,486</td>
<td>6,486</td>
<td>0</td>
</tr>
<tr>
<td>21,146</td>
<td>21,462</td>
<td>316</td>
</tr>
<tr>
<td>22,603</td>
<td>27,556</td>
<td>4,953</td>
</tr>
<tr>
<td>2,000</td>
<td>2,000</td>
<td>0</td>
</tr>
<tr>
<td>277,355</td>
<td>330,019</td>
<td>52,664</td>
</tr>
</tbody>
</table>
## Division Staff Summary

**Department:** COMMUNITY SERVICES  
**Division:** OFFICE ON AGING  
**Index No:** 097100

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>2.00</td>
<td>68,695</td>
<td>2.00</td>
<td>68,695</td>
<td>2.00</td>
<td>71,443</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>40,096</td>
<td>1.00</td>
<td>41,700</td>
</tr>
<tr>
<td>Administrative Budget Technician II</td>
<td>1.00</td>
<td>66,544</td>
<td>1.00</td>
<td>66,544</td>
<td>1.00</td>
<td>69,206</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>72,451</td>
<td>1.00</td>
<td>72,451</td>
<td>1.00</td>
<td>75,349</td>
</tr>
<tr>
<td>Administrative Specialist II</td>
<td>1.00</td>
<td>70,578</td>
<td>1.00</td>
<td>70,578</td>
<td>1.00</td>
<td>73,401</td>
</tr>
<tr>
<td>Administrator</td>
<td>1.00</td>
<td>70,556</td>
<td>1.00</td>
<td>70,556</td>
<td>1.00</td>
<td>73,378</td>
</tr>
<tr>
<td>Client Advocacy Services Assistant Manager</td>
<td>1.00</td>
<td>52,811</td>
<td>1.00</td>
<td>52,811</td>
<td>1.00</td>
<td>54,924</td>
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<tr>
<td>Client Advocacy Services Manager</td>
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<td>144,556</td>
<td>2.00</td>
<td>144,556</td>
<td>2.00</td>
<td>150,338</td>
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<tr>
<td>Long Term Care Coordinator</td>
<td>1.00</td>
<td>51,851</td>
<td>1.00</td>
<td>51,851</td>
<td>1.00</td>
<td>53,925</td>
</tr>
<tr>
<td>Manager, Senior Center Division</td>
<td>1.00</td>
<td>60,000</td>
<td>1.00</td>
<td>60,000</td>
<td>1.00</td>
<td>62,400</td>
</tr>
<tr>
<td>Planner I</td>
<td>1.00</td>
<td>60,000</td>
<td>1.00</td>
<td>60,000</td>
<td>1.00</td>
<td>62,400</td>
</tr>
<tr>
<td>Senior Center Specialist</td>
<td>2.00</td>
<td>104,069</td>
<td>2.00</td>
<td>104,069</td>
<td>2.00</td>
<td>108,231</td>
</tr>
</tbody>
</table>

**Salary Total**  
14.00 822,111 15.00 862,207 15.00 896,695

**Other Personal Services**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Positions</th>
<th>FY 12</th>
<th>FY 13 Positions</th>
<th>FY 13</th>
<th>FY 14 Positions</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>99,074</td>
<td>72,199</td>
<td>83,430</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>7,876</td>
<td>9,257</td>
<td>9,555</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>175,680</td>
<td>194,951</td>
<td>189,555</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>62,891</td>
<td>65,959</td>
<td>68,597</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,960</td>
<td>2,100</td>
<td>2,100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Other Personal Services**  
347,481 344,466 362,344

**Total 27th Pay Cost**  
37,850 0 0

**Total Personal Services**  
14.00 1,207,442 15.00 1,206,673 15.00 1,259,039

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service categories provided per the Older Americans Act</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Funds from grants utilized</td>
<td>$1,350,165</td>
<td>$1,416,498</td>
<td>$1,504,477</td>
<td>$1,533,487</td>
<td>$1,527,211</td>
</tr>
<tr>
<td>Senior centers operated</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total meals financed by Office on Aging Funds</td>
<td>61,804</td>
<td>66,689</td>
<td>59,100</td>
<td>59,410</td>
<td>63,754</td>
</tr>
<tr>
<td>Number of responses to requests for senior services</td>
<td>9,587</td>
<td>16,394</td>
<td>16,271</td>
<td>15,728</td>
<td>16,024</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average response time (in working days) to requests for information</td>
<td>2.0</td>
<td>2.0</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Percent of congregate meals ordered served to participants</td>
<td>92%</td>
<td>90%</td>
<td>89%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Service Quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Progress reports submitted to federal and state agencies</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Results of participant surveys</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of frail elderly served by Office on Aging programs avoiding nursing home placement</td>
<td>90.69%</td>
<td>90.86%</td>
<td>90.80%</td>
<td>91.00%</td>
<td>91.00%</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
The number of elderly is expected to double from 21,691 in 1990 to 43,751 by 2010. It is important for funding to increase incrementally to meet the needs of seniors, their families and their caregivers. Trained staff members assess the needs of clients seeking help and determine what assistance and referrals will best meet the needs of our senior citizens.

Major Related Plans and Policies
Area Aging Plan, Harford County Consolidated Plan, U.S. Census Data
COMMUNITY SERVICES - OFFICE ON AGING

UNITS OF SERVICE to HARFORD COUNTY SENIORS

FISCAL YEAR

- FY 09: 143,697
- FY 10: 147,272
- FY 11: 147,928
- FY 12: 148,263
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 '13 - '14 GOAL:**

4 TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY’S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>658,226</td>
<td>692,786</td>
<td>808,700</td>
<td>832,975</td>
<td>832,975</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>77,758</td>
<td>88,449</td>
<td>100,542</td>
<td>100,005</td>
<td>100,005</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>7,529</td>
<td>2,494</td>
<td>7,250</td>
<td>6,050</td>
<td>6,050</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>64,529</td>
<td>93,005</td>
<td>255,275</td>
<td>255,275</td>
<td>255,275</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>0</td>
<td>201</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>850,671</td>
<td>1,211,881</td>
<td>1,113,486</td>
<td>1,497,860</td>
<td>1,497,860</td>
</tr>
<tr>
<td>INTER-GOVERNMENTAL / INTER-FUND</td>
<td>56,201</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,714,914</strong></td>
<td><strong>2,088,816</strong></td>
<td><strong>2,285,253</strong></td>
<td><strong>2,692,165</strong></td>
<td><strong>2,692,165</strong></td>
</tr>
</tbody>
</table>

### FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Source</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>1,714,914</td>
<td>2,088,816</td>
<td>2,285,253</td>
<td>2,692,165</td>
<td>2,692,165</td>
</tr>
</tbody>
</table>
### FINANCIAL NOTES:

The $406,912 net increase in funding for Community Services - Harford Transit is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>20,064</td>
<td>20,064</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>457,000</td>
<td>438,783</td>
<td>(18,217) Full Time Salaries</td>
</tr>
<tr>
<td>1,526</td>
<td>1,526</td>
<td>Salary adjustment based on the recommendations of the Dept. of Human Resources</td>
</tr>
<tr>
<td>124,420</td>
<td>114,420</td>
<td>(10,000) Temporary Salaries - decrease based on actual expense history</td>
</tr>
<tr>
<td>52,330</td>
<td>55,323</td>
<td>2,993 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>101,464</td>
<td>116,353</td>
<td>14,889 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>6,218</td>
<td>4,728</td>
<td>(1,490) Workers' Compensation - rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>18,255</td>
<td>18,255</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>46,008</td>
<td>43,789</td>
<td>(2,219) FICA rate adjustments</td>
</tr>
<tr>
<td>16,342</td>
<td>2,175</td>
<td>(14,167) Other Professional Services - funding for uniform repairs/emblems, miscellaneous expenses, snow removal, etc., Route Match software service contract moved to Information and Communication Technology in FY 14</td>
</tr>
</tbody>
</table>
### Financial Notes:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County Facility Repair &amp; Renovations</strong> - increase is for replacement of carpeting, tile and subflooring, and ceiling fans</td>
<td>3,700</td>
<td>14,130</td>
<td>10,430</td>
</tr>
<tr>
<td><strong>Line items significantly adjusted, based on actual expense history and state of the economy:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
<td></td>
</tr>
<tr>
<td>9,500</td>
<td>14,000</td>
<td>4,500</td>
<td>Office Equipment</td>
</tr>
<tr>
<td>8,500</td>
<td>8,000</td>
<td>(500)</td>
<td>Heating Fuel (Gas)</td>
</tr>
<tr>
<td>12,000</td>
<td>12,500</td>
<td>500</td>
<td>Telephone Service</td>
</tr>
<tr>
<td>300</td>
<td>0</td>
<td>(300)</td>
<td>Personnel/Recruitment</td>
</tr>
<tr>
<td>12,950</td>
<td>11,950</td>
<td>(1,000)</td>
<td>Uniform Rental</td>
</tr>
<tr>
<td>3,700</td>
<td>3,000</td>
<td>(700)</td>
<td>General Office Supplies</td>
</tr>
<tr>
<td>1,000</td>
<td>500</td>
<td>(500)</td>
<td>Printing - Commercial</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47,950</strong></td>
<td><strong>49,950</strong></td>
<td><strong>2,000</strong></td>
</tr>
<tr>
<td><strong>County Match/Transfers Out:</strong> Local match required for Federal and State grants increase due to additional match requirements due to funding allocations, new grant agreements, and merit costs</td>
<td>1,113,486</td>
<td>1,497,860</td>
<td>384,374</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>356,401</td>
<td>463,553</td>
<td>107,152</td>
</tr>
<tr>
<td>687,575</td>
<td>774,525</td>
<td>86,950</td>
</tr>
<tr>
<td>65,000</td>
<td>83,217</td>
<td>18,217</td>
</tr>
<tr>
<td>4,510</td>
<td>0</td>
<td>(4,510)</td>
</tr>
<tr>
<td>0</td>
<td>91,018</td>
<td>91,018</td>
</tr>
<tr>
<td>0</td>
<td>85,547</td>
<td>85,547</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,113,486</strong></td>
<td><strong>1,497,860</strong></td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>FY 12 POSITIONS</td>
<td>FY 12 SALARIES</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Accounting Technician I</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Technician II</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Budget Technician I</td>
<td>1.00</td>
<td>39,900</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>42,326</td>
</tr>
<tr>
<td>Administrator</td>
<td>1.00</td>
<td>85,000</td>
</tr>
<tr>
<td>Communications Specialist I</td>
<td>2.00</td>
<td>71,576</td>
</tr>
<tr>
<td>Communications Specialist II</td>
<td>1.00</td>
<td>43,825</td>
</tr>
<tr>
<td>Grants Specialist II</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Manager, Harford Transit</td>
<td>2.00</td>
<td>125,043</td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>8.00</td>
<td>407,670</td>
</tr>
<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
<td></td>
<td>134,420</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>8.00</strong></td>
<td><strong>542,090</strong></td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COMMUNITY SERVICES  
**DIVISION:** HARFORD TRANSIT  
**Index No. 097200**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td><strong>OTHER PERSONAL SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>70,472</td>
<td>52,330</td>
<td>57,008</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>6,139</td>
<td>6,218</td>
<td>4,909</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>83,565</td>
<td>101,464</td>
<td>116,353</td>
</tr>
<tr>
<td>Overtime</td>
<td>25,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>18,255</td>
</tr>
<tr>
<td>FICA</td>
<td>41,790</td>
<td>46,008</td>
<td>45,139</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,120</td>
<td>1,260</td>
<td>1,260</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>228,086</td>
<td>227,280</td>
<td>262,924</td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>25,167</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>8.00</td>
<td>795,343</td>
<td>9.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Budget Technician I position reclassified to Accounting Technician I - #0220
B - One (1) Accounting Technician I position upgraded to an Accounting Technician II - #1716
C - One (1) vacant Manager, Harford Transit position reclassified and filled as a Grants Specialist II - #0216
D - Temporary Salaries for Bus Drivers reduced based on actual expense history
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of fixed routes</td>
<td>9</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Number of buses</td>
<td>39</td>
<td>38</td>
<td>38</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of fixed route trips</td>
<td>16,616</td>
<td>16,817</td>
<td>25,062</td>
<td>25,563</td>
<td>26,075</td>
</tr>
<tr>
<td>Number of demand response trips</td>
<td>12,697</td>
<td>16,675</td>
<td>41,655</td>
<td>42,488</td>
<td>43,338</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of Maryland Transit Administration fare box recovery requirement met: Fixed Routes</td>
<td>13.8%</td>
<td>14.5%</td>
<td>16.1%</td>
<td>16.3%</td>
<td>16.5%</td>
</tr>
<tr>
<td>All Services</td>
<td>12.9%</td>
<td>13.2%</td>
<td>15.2%</td>
<td>15.4%</td>
<td>15.6%</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of riders elderly or disabled</td>
<td>24.0%</td>
<td>22.0%</td>
<td>26.5%</td>
<td>26.6%</td>
<td>26.6%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of passengers transported</td>
<td>273,712</td>
<td>317,614</td>
<td>355,978</td>
<td>359,538</td>
<td>363,133</td>
</tr>
<tr>
<td>Number of elderly and disabled passengers transported</td>
<td>65,813</td>
<td>70,123</td>
<td>94,472</td>
<td>95,606</td>
<td>96,562</td>
</tr>
</tbody>
</table>

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
**FY14 Anticipated Grant Award Dollars**

(July 1, 2013 to June 30, 2014)

COMMUNITY SERVICES

Community Development * Office on Drug Control * Harford Transit * Office on Aging

<table>
<thead>
<tr>
<th>% of Anticipated Grant Dollars by Funder</th>
<th>Anticipated Grant Award Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>State $1,849,778 22%</td>
<td>$472,028 (7 grants)</td>
</tr>
<tr>
<td>Federal $5,292,781 75%</td>
<td>$1,567,647 (10 grants)</td>
</tr>
<tr>
<td>Other $284,500 3%</td>
<td>$2,606,998 (5 grants)</td>
</tr>
<tr>
<td></td>
<td>Comm. Dvlpmt $2,780,386 (12 grants)</td>
</tr>
</tbody>
</table>

Requested County Match: $2,016,498

Community Development $166,619
Office on Drug Control $22,000
Harford Transit $1,497,860
Office on Aging $330,019

Total Anticipated Grant Awards: 34

*Does not include County Match or Capital Projects

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.
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
COMMUNITY SERVICES (Community Development)

% of Anticipated Grant Dollars by Funder

Federal 77%
State 23%

Anticipated Grant Award Dollars
$2,780,386*

<table>
<thead>
<tr>
<th></th>
<th>Federal</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,137,358</td>
<td>$643,028</td>
<td></td>
</tr>
</tbody>
</table>

# of Anticipated Grant Awards: 12

<table>
<thead>
<tr>
<th></th>
<th>Federal</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requested County Match</td>
<td>$166,619</td>
<td></td>
</tr>
</tbody>
</table>

*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.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Mediation</td>
<td>Grant provides for the support of the operational aspects of the mediation center.</td>
<td>Federal State Other County Match</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>RSVP</td>
<td>Grant funds the Volunteer program along with volunteer support costs.</td>
<td>$55,000 $15,570</td>
<td>4/1/13 - 3/31/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Service-Linked Housing</td>
<td>Grant funds the salary of a case manager employed by Inner County Outreach.</td>
<td>$17,242 $66,944</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Homeless Women's Crisis Shelter Home Program</td>
<td>Grant funds the salary of a case manager employed by SARC.</td>
<td>$20,000</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Emergency Food Assistance Program (TEFAP)</td>
<td>Grant provides funding to supply food to local food pantries. The Supportive Housing grants are a &quot;pass through&quot; 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).</td>
<td>$20,000</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Supportive Housing Grant</td>
<td>The Supportive Housing grants are a &quot;pass through&quot; 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).</td>
<td>Federal State Other County Match</td>
<td>7/1/13 - No end date</td>
<td>Recurring</td>
</tr>
<tr>
<td>Community Development Block Grant</td>
<td>Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.</td>
<td>$858,724</td>
<td>7/1/13 - No end date</td>
<td>Recurring</td>
</tr>
<tr>
<td>Home Investment Partnership</td>
<td>Grant funds allow for the expanding the supply of decent and affordable housing in Harford County.</td>
<td>Federal State Other County Match</td>
<td>7/1/13 - No end date</td>
<td>Recurring</td>
</tr>
<tr>
<td>Emergency and Transitional Housing Services (ETHS) and Homeless Prevention Program (HPP)</td>
<td>Grant funds assist homeless persons/families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters.</td>
<td>$133,449</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Emergency Solutions Grant</td>
<td>Grant funds emergency services for homeless people, including shelter and supportive services and transitional shelters.</td>
<td>$65,848</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Local Management Board</td>
<td>Program funding for Local Management Board</td>
<td>Federal State Other County Match</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>RideShare</td>
<td>Grant funds the Ridesharing/Commuter Assistance programs in the Baltimore/Washington area.</td>
<td>$166,619</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</td>
<td>$2,780,386</td>
<td>$2,137,358 $643,028 $166,619</td>
<td>6 6</td>
<td>6</td>
</tr>
</tbody>
</table>
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
COMMUNITY SERVICES (Office of Drug Control Policy)

% of Anticipated Grant Dollars by Funder

<table>
<thead>
<tr>
<th>Funder</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>87%</td>
</tr>
<tr>
<td>Federal</td>
<td>13%</td>
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</table>

Anticipated Grant Award Dollars
$472,028*

<table>
<thead>
<tr>
<th>Funder</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$63,500</td>
</tr>
<tr>
<td>State</td>
<td>$408,528</td>
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# of Anticipated Grant Awards: 7

<table>
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<th>Funder</th>
<th>Number</th>
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<tbody>
<tr>
<td>Federal</td>
<td>1</td>
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<tr>
<td>State</td>
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</tr>
</tbody>
</table>

Requested County Match $22,000

*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 FY14 Grants

<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>DJS-Juvenile Drug Court</td>
<td>Grant provides for the enhancement of the Juvenile Drug Court.</td>
<td>$50,000</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>ADAA-Prevention Services</td>
<td>Grant provides funding for drug and alcohol prevention.</td>
<td>$103,476</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>ADAA-Maryland Strategic Prevention Framework</td>
<td>Grant funds the implementation of environmental strategies for drug and alcohol prevention.</td>
<td>$33,475</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Harford County Circuit Family Recovery - Juvenile Drug Court Program</td>
<td>Grant provides for the coordinator's salary, drug testing, transportation, and for case management for family recovery and juvenile drug courts.</td>
<td>$105,000</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
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<tr>
<td>Harford County District Adult Drug - DUI Court Programs</td>
<td>Grant funds support one Assistant State's Attorney salary/fringe; drug testing and transportation for courts.</td>
<td>$90,000</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
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<tr>
<td>Harford Mental Health Court Program (District Court)</td>
<td>Grant funds case management and transportation for clients in mental health court.</td>
<td>$26,577</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
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<tr>
<td>Harford County DUI Offender Court</td>
<td>Grant funds supplement the operation of a DUI Court in the District Court of Maryland serving Harford County.</td>
<td>$63,500 $408,528 $22,000</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td>$63,500 $408,528 $22,000</td>
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<td></td>
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<tr>
<td><strong>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</strong></td>
<td></td>
<td><strong>$472,028</strong></td>
<td><strong>1</strong> <strong>6</strong></td>
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FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
COMMUNITY SERVICES (Harford Transit)

% of Anticipated Grant Dollars by Funder

<table>
<thead>
<tr>
<th>Funder</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>83%</td>
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<tr>
<td>State</td>
<td>17%</td>
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Anticipated Grant Award Dollars
$2,606,998*

<table>
<thead>
<tr>
<th>Funder</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$2,176,279</td>
</tr>
<tr>
<td>State</td>
<td>$430,719</td>
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# of Anticipated Grant Awards: 5

<table>
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<tr>
<th>Type</th>
<th>Number</th>
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<tbody>
<tr>
<td>Federal</td>
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</tr>
<tr>
<td>Federal/State</td>
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</tr>
</tbody>
</table>

Requested County Match $1,497,860

*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.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>5307 Fixed Routes &amp; ADA</td>
<td>To provide public transportation services to the citizens of Harford County.</td>
<td>Federal: $1,072,587 State: $347,502 Other: $774,525</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>5316-JARC</td>
<td>To provide public transportation to the general public targeted to low income wage earners.</td>
<td>Federal: $182,036 State: $91,018</td>
<td>7/1/13 - 6/30/15</td>
<td>Recurring</td>
</tr>
<tr>
<td>New Freedom (5317)</td>
<td>To provide public transportation services to people living with disabilities.</td>
<td>Federal: $85,547 State: $85,547</td>
<td>7/1/13 - 6/30/15</td>
<td>Recurring</td>
</tr>
<tr>
<td>SSTAP Operating Assistance</td>
<td>To provide curb-to-curb transportation services for the elderly population &amp; persons with disabilities.</td>
<td>Federal: $170,371 State: $463,553</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>MTA Preventive Maintenance &amp; Capital Equipment</td>
<td>To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.</td>
<td>Federal: $665,738 State: $83,217 Other: $83,217</td>
<td>7/1/12 - 6/30/16</td>
<td>Recurring</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td><strong>Federal: $2,176,279 State: $430,719 Other: $1,497,860</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</strong></td>
<td></td>
<td><strong>$2,606,998</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*DOES NOT INCLUDE CAPITAL PROJECTS*  
Federal/State: 2
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
COMMUNITY SERVICES (Office on Aging)

% of Anticipated Grant Dollars by Funder

Anticipated Grant Award Dollars
$1,567,647*

# of Anticipated Grant Awards: 10

<table>
<thead>
<tr>
<th>Funder</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>6</td>
</tr>
<tr>
<td>State/Other</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>

Requested County Match $330,019

*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 FY14 Grants

<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Arts Program</td>
<td>Grant funds will provide cultural programming at senior centers.</td>
<td></td>
<td></td>
<td>Recurring</td>
</tr>
<tr>
<td>Money Follows the Person - Maryland Access Point</td>
<td>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.</td>
<td>$100,000</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Maryland Department of Aging Grants</td>
<td>These grants provide a variety of services to people over the age of 60; State Nutrition; Senior I &amp; A; Senior Care; SALGHS, State Ombudsman and VEPI.</td>
<td>$367,503 $52,500</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Medicaid Waiver Admin/Case Mgmt</td>
<td>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.</td>
<td>$107,846</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Money Follows the Person/Options Counseling</td>
<td>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.</td>
<td>$5,625</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Older Americans Act</td>
<td>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 &amp; Assistance, In-Home Services, Health Education and Physical Fitness, and Caregiver's support and services.</td>
<td>$673,578 $306,990</td>
<td>10/1/13-9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Senior Emergency Fund</td>
<td>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</td>
<td>$30,000</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Senior Classes</td>
<td>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.</td>
<td>$200,000</td>
<td>7/1/13-6/30/14</td>
<td>No End Date</td>
</tr>
<tr>
<td>SHIP</td>
<td>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.</td>
<td>$22,093 $14,543</td>
<td>4/1/13-3/31/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Senior Medicare Patrol</td>
<td>Grant funds provide services to educate the public regarding curbing abuse in Medicare &amp; Medicaid.</td>
<td>$6,502 $6,486</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</strong></td>
<td></td>
<td>$1,567,647</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
HANDICAPPED CARE CENTERS
**HANDICAPPED CARE CENTERS**

**ORIGIN/PURPOSE:**

Handicapped Care Centers is a group of budgetary funds supporting mentally/physically handicapped rehabilitation services. These services are provided by two private, non-profit organizations - the Harford Center, Inc., and the ARC Northern Chesapeake Region. These programs offer educational and vocational opportunities with the community for mentally/physically handicapped residents.

County contributions to these organizations are payable to the Maryland State Department of Health and Mental Hygiene and must be, at a minimum, the amount paid by County Government in Fiscal Year 1984. These payments are mandated by the Development Disabilities Law, Section 7-705, in the Health General Article of the Annotated Code of Maryland.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Summary by Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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</thead>
<tbody>
<tr>
<td>70</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
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</tr>
</tbody>
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**SUMMARY BY FUND:**

<table>
<thead>
<tr>
<th>Summary by Fund</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<tr>
<td>11</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
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</table>

**SUMMARY BY DIVISION:**

<table>
<thead>
<tr>
<th>Summary by Division</th>
<th>Audited FY 11</th>
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<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<tr>
<td>141000</td>
<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
</tr>
<tr>
<td>HARFORD CENTER</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
</tr>
<tr>
<td>ARC NORTHERN CHESAPEAKE REGION</td>
<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
<td>2,298,730</td>
</tr>
</tbody>
</table>

**FINANCIAL NOTES:**

There is no change in funding for the Handicapped Care Centers.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>103,965</td>
<td>103,965</td>
<td>0</td>
</tr>
</tbody>
</table>

- Grants & Contributions:
  - The Harford Center, Inc.: 64,670, 64,670, 0, Paid to the State of Md Dept. of Health & Mental Hygiene, per State law set in 1984
  - The ARC Northern Chs. Region: 39,295, 39,295, 0

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,194,765</td>
<td>2,194,765</td>
<td>0</td>
</tr>
</tbody>
</table>

- Payments to Other Gov't Agencies - Harford County's funding to support the services of Handicapped Care Centers:
  - The Harford Center, Inc.: 488,366, 488,366, 0
  - The ARC Northern Chs. Region: 1,706,399, 1,706,399, 0

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,194,765</td>
<td>2,194,765</td>
<td>0</td>
</tr>
</tbody>
</table>
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 '13 - '14 GOAL:

1. Prepare each client to independently perform daily living skills and ready them for a vocational placement.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUMMARY BY CHARACTER:</td>
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</tr>
<tr>
<td>MISCELLANEOUS</td>
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<td>553,036</td>
<td>553,036</td>
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<td>553,036</td>
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<tr>
<td>FUNDING SOURCE:</td>
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<tr>
<td>GENERAL</td>
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<td>553,036</td>
<td>553,036</td>
<td>553,036</td>
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</table>

FINANCIAL NOTES:

There is no change in funding for the Handicapped Care Centers - The Harford Center Inc.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>64,670</td>
<td>64,670</td>
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</tr>
<tr>
<td>488,366</td>
<td>488,366</td>
<td>0</td>
</tr>
</tbody>
</table>

0  Grants & Contributions - Paid to the State of Maryland Department of Health & Mental Hygiene, per State law set in 1984

0  Payment to Other Gov't Agencies - Harford County's funding to support services of the Harford Center
**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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of staff</td>
<td>26</td>
<td>26</td>
<td>24</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of comprehensive programs offered to clients</td>
<td>100</td>
<td>103</td>
<td>118</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of program per client per year</td>
<td>$4,884</td>
<td>$4,741</td>
<td>$4,139</td>
<td>$4,070</td>
<td>$4,070</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of clients reacting positively to programs</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of clients able to independently perform daily living skills after participating in multiple programs</td>
<td>85%</td>
<td>85%</td>
<td>70%*</td>
<td>70%*</td>
<td>70%*</td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
The Harford Center provides a day habilitation program to individuals with multi-faceted disabilities while allowing their primary caregivers to remain in the workforce. This provides a safe and stimulating environment for daily enrichment, and will design an individualized plan for each person to maximize that participant's ability.

* based on incoming individuals having lower abilities
ORIGIN/PURPOSE:

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

FY '13 - '14 GOAL:

1 TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISCELLANEOUS</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
<td>1,745,694</td>
</tr>
</tbody>
</table>

FINANCIAL NOTES:

There is no change in funding for the Handicapped Care Centers - The ARC Northern Chesapeake Region.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o 39,295</td>
<td>39,295</td>
<td>0 Grants &amp; Contributions - Paid to the State of Maryland Department of Health &amp; Mental Hygiene, per State Law set in 1984</td>
</tr>
<tr>
<td>o 1,706,399</td>
<td>1,706,399</td>
<td>0 Payment to Other Gov't Agencies - Harford County's funding to support services of the ARC - including support rehabilitation of homes</td>
</tr>
</tbody>
</table>
**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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$1,745,694</td>
<td>$1,745,694</td>
<td>$1,745,694</td>
<td>$1,745,694</td>
<td>$1,745,694</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of staff who have left the ARC within the past 12 months</td>
<td>115</td>
<td>121</td>
<td>132</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td># of new hires within the past 12 months</td>
<td>105</td>
<td>99</td>
<td>109</td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average cost of training a new hire</td>
<td>$1,336</td>
<td>$1,336</td>
<td>$1,336</td>
<td>$1,336</td>
<td>$1,336</td>
</tr>
<tr>
<td>Average time spent on paperwork per termination</td>
<td>5 hours</td>
<td>5 hours</td>
<td>5 hours</td>
<td>5 hours</td>
<td>5 hours</td>
</tr>
<tr>
<td>Average time spent on paperwork per new hire</td>
<td>8 hours</td>
<td>8 hours</td>
<td>8 hours</td>
<td>8 hours</td>
<td>8 hours</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees report a score of job satisfaction on a 5 pt. scale</td>
<td>3.80%</td>
<td>*</td>
<td>3.80%</td>
<td>3.80%</td>
<td>3.80%</td>
</tr>
<tr>
<td>Percent of employees hired who remain 1 year or longer</td>
<td>61%</td>
<td>61%</td>
<td>70%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average turnover rate in the past twelve months for Vocational Services</td>
<td>35%</td>
<td>19%</td>
<td>28%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Average turnover rate in the past twelve months for Residential Services</td>
<td>57%</td>
<td>62%</td>
<td>66%</td>
<td>35%</td>
<td>35%</td>
</tr>
</tbody>
</table>

**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
ORIGIN/PURPOSE:

The Harford County Health Department is a service delivery unit of the State Department of Health and Mental Hygiene and the County Board of Health. It is responsible for the provision of a wide range of preventative health care and clinical and environmental health services. This department also provides alcoholism and drug treatment services and Women's, Infants, and Children Nutrition Program (WIC) services. The department provides for assessment, policy development, and assurance functions which protect all citizens against preventable disease, premature loss of life, and environmental pollution.

The Health Department operates under Article 25A, Section 5 (Y) of the Annotated Code of Maryland. Additionally, Chapter 9, Article II, Section 116, of the Harford County Code designates the County Council as the local Board of Health.

MISSION STATEMENT:

TO MAKE HARFORD COUNTY THE HEALTHIEST COUNTY IN THE STATE OF MARYLAND

FY ’13 - '14 KEY GOALS:

1. ESTABLISH AND MAINTAIN A COORDINATED SYSTEM OF CONTINUOUS HEALTH ASSESSMENT, POLICY DEVELOPMENT AND ASSURANCE FOR THE DELIVERY OF PUBLIC HEALTH SERVICES TO THE CITIZENS

2. STRIVE FOR AN OPTIMUM LEVEL OF PROTECTION AGAINST PREVENTABLE DISEASE, PREMATURE LOSS OF LIFE AND ENVIRONMENTAL POLLUTION

3. PREVENT AND CONTROL EPIDEMICS
# HEALTH

## ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTED PROPOSED FY 14</th>
<th>EXECUTED ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>26,311</td>
<td>27,323</td>
<td>29,541</td>
<td>29,541</td>
<td>29,541</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>3,864,126</td>
<td>4,002,007</td>
<td>3,998,777</td>
<td>3,998,777</td>
<td>3,998,777</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,890,437</td>
<td>4,029,330</td>
<td>4,028,318</td>
<td>4,028,318</td>
<td>4,028,318</td>
</tr>
</tbody>
</table>

## SUMMARY BY FUND:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTED PROPOSED FY 14</th>
<th>EXECUTED ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>3,890,437</td>
<td>4,029,330</td>
<td>4,028,318</td>
<td>4,028,318</td>
<td>4,028,318</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,890,437</td>
<td>4,029,330</td>
<td>4,028,318</td>
<td>4,028,318</td>
<td>4,028,318</td>
</tr>
</tbody>
</table>

## SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTED PROPOSED FY 14</th>
<th>EXECUTED ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>161000 HEALTH DEPARTMENT</td>
<td>3,238,017</td>
<td>3,376,910</td>
<td>3,375,898</td>
<td>3,375,898</td>
<td>3,375,898</td>
</tr>
<tr>
<td>162000 COMMUNITY MENTAL HEALTH</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
</tr>
<tr>
<td>165000 ADDICTION SERVICES</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,890,437</td>
<td>4,029,330</td>
<td>4,028,318</td>
<td>4,028,318</td>
<td>4,028,318</td>
</tr>
</tbody>
</table>

## FINANCIAL NOTES:

There is no change in funding for the Health Department.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,441</td>
<td>27,441</td>
<td>0 Temporary Salaries - stipend for Health Officer and Emergency Preparedness Manager</td>
</tr>
<tr>
<td>652,420</td>
<td>652,420</td>
<td>0 Grant &amp; Contributions - County's share of mental health funding which supports the Teen Diversion Program and provides funding for Mental Health Service Coordinator</td>
</tr>
<tr>
<td>3,346,357</td>
<td>3,346,357</td>
<td>0 Payments to Other Gov't Agencies - County's share of State employee's salary</td>
</tr>
</tbody>
</table>
ORIGIN/PURPOSE:
The General Health Services division is responsible for a wide spectrum of public preventative and regulatory health services. Using State, local and available grant funding sources, the division provides for integrated clinic and home visiting services to those who otherwise would not be able to secure necessary health services. Beginning in the 2001 Fiscal Year, additional funding from the Cigarette Restitution settlement became available for cancer and tobacco programs. In FY 2002, Federal funding for bioterrorism preparedness became available to the local Health Department. Due to tight fiscal conditions at both the local and state levels, Cigarette Restitution funding realized significant reductions in FY 2004, and again in FY 2005. Modest budget reductions were also realized in other programs in FY 2005. A full complement of environmental health services is provided through our Resource and Consumer Protection activities. These include: well and septic inspections and permits, plan reviews, on-site sanitary inspections, food facility inspections, complaint response, and related solid waste and air quality regulatory functions.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>26,311</td>
<td>27,323</td>
<td>29,541</td>
<td>29,541</td>
<td>29,541</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>3,211,706</td>
<td>3,349,587</td>
<td>3,346,357</td>
<td>3,346,357</td>
<td>3,346,357</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,238,017</td>
<td>3,376,910</td>
<td>3,375,898</td>
<td>3,375,898</td>
<td>3,375,898</td>
</tr>
</tbody>
</table>

FINANCIAL NOTES

There is no change in funding for the Health - General Health Services:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>27,441</td>
<td>27,441</td>
</tr>
<tr>
<td>o</td>
<td>3,346,357</td>
<td>3,346,357</td>
</tr>
</tbody>
</table>
### Division Staff Summary

**Department:** Health Department  
**Division:** General Health Services  
**Index No.:** 161000

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Temporary Salaries</strong></td>
<td>24,441</td>
<td>27,441</td>
<td>27,441</td>
</tr>
<tr>
<td><strong>Salary Total</strong></td>
<td>24,441</td>
<td>27,441</td>
<td>27,441</td>
</tr>
<tr>
<td><strong>Other Personal Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FICA</strong></td>
<td>1,870</td>
<td>2,100</td>
<td>2,100</td>
</tr>
<tr>
<td><strong>Total Other Personal Services</strong></td>
<td>1,870</td>
<td>2,100</td>
<td>2,100</td>
</tr>
<tr>
<td><strong>Total 27th Pay Cost</strong></td>
<td>1,012</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Personal Services</strong></td>
<td>27,323 *</td>
<td>29,541</td>
<td>29,541</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISCELLANEOUS</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
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FUNDING SOURCE:

<table>
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<tr>
<th></th>
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<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
<td>119,533</td>
</tr>
</tbody>
</table>

FINANCIAL NOTES:

There is no change in funding for the Health Department - Community Mental Health:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>119,533</td>
<td>119,533</td>
<td>0</td>
</tr>
</tbody>
</table>

Grants and Contributions - County share of mental health funding which supports the Teen Diversion Program.
ORIGIN/PURPOSE:

The Division of Addiction Services (DAS) represents the County's contribution toward Alcoholism and Drug Abuse services 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.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>70 MISCELLANEOUS</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
<td>532,887</td>
</tr>
</tbody>
</table>

FINANCIAL NOTES:

There is no change in funding for the Health Department - Addiction Services:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>532,887</td>
<td>532,887</td>
</tr>
</tbody>
</table>

0 Grants & Contributions - provides for inpatient and outpatient services, drug court, lab testing, centralized assessor and school-based counselors. County funds provide for inpatient services, methadone treatment and psychiatric services.
(THIS PAGE IS LEFT BLANK INTENTIONALLY)
HOUSING AGENCY
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 FREE FROM DISCRIMINATION.

FY '13 - '14 KEY GOAL:

1. TO EXPAND HOMEOWNERSHIP AND ECONOMIC OPPORTUNITY. TO PROVIDE SAFE AND SANITARY HOUSING FOR LOWER INCOME AND ELDERLY PEOPLE, AND FOR PEOPLE WITH SPECIAL NEEDS.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>492,012</td>
<td>366,929</td>
<td>370,515</td>
<td>392,896</td>
<td>439,761</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>9,733</td>
<td>12,181</td>
<td>14,000</td>
<td>9,000</td>
<td>9,000</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>12,551</td>
<td>18,734</td>
<td>16,000</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>3,929</td>
<td>4,378</td>
<td>4,050</td>
<td>4,050</td>
<td>4,050</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>55,500</td>
<td>53,961</td>
<td>55,500</td>
<td>55,500</td>
<td>55,500</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL</td>
<td>11,856</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>585,581</td>
<td>456,183</td>
<td>460,065</td>
<td>477,446</td>
<td>524,311</td>
</tr>
</tbody>
</table>

SUMMARY BY FUND:

| GENERAL               | 585,581      | 456,183      | 460,065              | 477,446                  | 524,311      |
| GRAND TOTAL           | 585,581      | 456,183      | 460,065              | 477,446                  | 524,311      |

SUMMARY BY DIVISION:

| HOUSING               | 585,581      | 456,183      | 460,065              | 477,446                  | 524,311      |
| GRAND TOTAL           | 585,581      | 456,183      | 460,065              | 477,446                  | 524,311      |
FINANCIAL NOTES:

The $64,246 net increase in funding for Housing Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>10,062</td>
<td>10,062 FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>46,865</td>
<td>46,865 Position transferred to Housing from Treasury:</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of positions</td>
</tr>
<tr>
<td></td>
<td>1.0</td>
<td>34,967</td>
</tr>
<tr>
<td>o</td>
<td>4,564</td>
<td>4,564 PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>68,374</td>
<td>73,573 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>23,119</td>
<td>25,688 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>5,000</td>
<td>0 (5,000) Data Processing Software - Maintenance Housing Assistant Program (HAP) transferred to Information and Communication Technology (ICT) for consolidation of hardware/software</td>
</tr>
<tr>
<td>o</td>
<td>55,500</td>
<td>55,500 Grants &amp; Contributions - MacArthur grant in cooperation with the State of Maryland thru August of 2016 @ $ 50,000 and partial support funding of State grant @ $ 5,500</td>
</tr>
</tbody>
</table>
## DEPARTMENT STAFF SUMMARY

### DEPARTMENT: HOUSING AGENCY

Index No. 171000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Accountant I</td>
<td>1.00</td>
<td>39,900</td>
<td>1.00</td>
</tr>
<tr>
<td>Accounting Clerk II</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>46,727</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Secretary I</td>
<td>1.00</td>
<td>37,300</td>
<td>1.00</td>
</tr>
<tr>
<td>Housing Inspector</td>
<td>1.00</td>
<td>43,031</td>
<td>1.00</td>
</tr>
<tr>
<td>Housing Services Counselor</td>
<td>2.00</td>
<td>100,665</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>6.00</strong></td>
<td><strong>267,623</strong></td>
<td><strong>6.00</strong></td>
</tr>
</tbody>
</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>34,791</td>
<td>23,119</td>
<td>30,035</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>1,451</td>
<td>1,649</td>
<td>1,778</td>
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<tr>
<td>Health Benefits</td>
<td>68,567</td>
<td>68,374</td>
<td>79,079</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>20,474</td>
<td>19,651</td>
<td>22,977</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>840</td>
<td>840</td>
<td>980</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>126,123</strong></td>
<td><strong>113,633</strong></td>
<td><strong>139,413</strong></td>
</tr>
</tbody>
</table>

### TOTAL 27TH PAY COST

| 27TH PAY COST                | 15,681 | 0 | 0 |

### TOTAL PERSONAL SERVICES

<table>
<thead>
<tr>
<th>PERSONAL SERVICES</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALARIES</strong></td>
<td><strong>409,427</strong></td>
<td><strong>370,515</strong></td>
<td><strong>439,761</strong></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Accounting Clerk II position transferred from Treasury - Bureau of Accounting - # 0132
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$8,874,526</td>
<td>$8,282,842</td>
<td>$8,070,744</td>
<td>$8,031,381</td>
<td>$7,373,628</td>
</tr>
<tr>
<td>Number of staff</td>
<td>19</td>
<td>18</td>
<td>17</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of training classes held</td>
<td>24</td>
<td>13</td>
<td>8</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Number of publications and training materials distributed</td>
<td>288</td>
<td>351</td>
<td>75</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Number of one-on-one counseling sessions</td>
<td>251</td>
<td>145</td>
<td>143</td>
<td>97</td>
<td>145</td>
</tr>
<tr>
<td>Number of partnership training sessions with private sector</td>
<td>30</td>
<td>30</td>
<td>24</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>Down Payment Assistance Fund monies distributed</td>
<td>$55,000</td>
<td>$27,500</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Housing Assistance Payment monies distributed</td>
<td>$6,684,012</td>
<td>$6,923,598</td>
<td>$6,560,639</td>
<td>$7,045,640</td>
<td>$6,440,582</td>
</tr>
<tr>
<td>Number of individuals requesting service</td>
<td>1,531</td>
<td>1,630</td>
<td>1,968</td>
<td>2,000</td>
<td>2,200</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per client</td>
<td>$107</td>
<td>$117</td>
<td>$116</td>
<td>$113</td>
<td>$120</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of client requests responded to</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of families prepared for homeownership</td>
<td>148</td>
<td>26</td>
<td>22</td>
<td>32</td>
<td>15</td>
</tr>
<tr>
<td>Number of families with improved credit</td>
<td>90</td>
<td>23</td>
<td>23</td>
<td>17</td>
<td>25</td>
</tr>
<tr>
<td>Number of first time home buyers</td>
<td>47</td>
<td>98</td>
<td>99</td>
<td>125</td>
<td>150</td>
</tr>
</tbody>
</table>

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

# of Individuals

Type of Counseling

First Time: 125
Mortgage Default: 374
Credit Enhancement: 250

HPRP Eviction Prevention Grant not funded.
HOUSING AGENCY
RENTAL ASSISTANCE

$5,182,821
$1,760,957
$2,000,000
$3,000,000
$5,000,000
$6,000,000

TYPES OF FAMILIES
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
HOUSING AGENCY

% of Anticipated Grant Dollars by Funder

Anticipated Grant Award Dollars
$8,477,705*

Federal $8,334,122
State $143,583

# of Anticipated Grant Awards: 7
Federal 4
State 3

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 homelessness; subsidized rental housing; and will provide homeowners or tenants with foreclosure related housing counseling.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Choice Voucher</td>
<td>This grant provides for subsidized rental housing to eligible families.</td>
<td>$7,000,000</td>
<td>1/1/14 - 12/31/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Rental Assistance Program</td>
<td>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.</td>
<td>$40,000</td>
<td>3/1/13 - 2/28/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Section 8 Mainstream Program</td>
<td>This grant provides financial assistance to families at risk of homelessness or already experiencing homelessness.</td>
<td>$550,000</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>HOPWA</td>
<td>This grant provides funds for subsidized housing to individuals/families with specific disabilities.</td>
<td>$184,122</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Loan Servicing Settlement</td>
<td>This grant provides homeowners or tenants with foreclosure related housing counseling or legal assistance for tenants whose landlords are in foreclosure</td>
<td>$66,667</td>
<td>1/1/13 - 12/31/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Housing Choice Voucher Admin</td>
<td>This grant provides for subsidized rental housing to eligible families</td>
<td>$600,000</td>
<td>1/1/13 - 12/31/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Housing Counselor</td>
<td>This grant provides salary and benefits for temporary housing counselor</td>
<td>$36,916</td>
<td>7/1/2013 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$8,334,122</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</strong></td>
<td></td>
<td><strong>$8,477,705</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


(THIS PAGE IS LEFT BLANK INTENTIONALLY)
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 '13 - '14 GOAL & OBJECTIVE:
- Establish a consultative partnership between Information and Communication Technology and County operating departments
- Design a formal and enforceable Governance Model
- Streamline and standardize processes that are manageable and measureable
- Migrate existing legacy applications to a more stable and scalable platform
- Enhance data availability and sharing

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>0</td>
<td>2,572,240</td>
<td>2,356,388</td>
<td>2,538,712</td>
<td>2,579,785</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>0</td>
<td>990,638</td>
<td>1,582,100</td>
<td>3,102,426</td>
<td>3,102,426</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>0</td>
<td>49,459</td>
<td>135,400</td>
<td>135,400</td>
<td>135,400</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>0</td>
<td>27,261</td>
<td>47,600</td>
<td>47,600</td>
<td>47,600</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTERFUND</td>
<td>0</td>
<td>1,119</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>0</td>
<td>3,640,717</td>
<td>4,122,488</td>
<td>5,825,138</td>
<td>5,866,211</td>
</tr>
</tbody>
</table>

SUMMARY BY FUND:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>0</td>
<td>3,640,717</td>
<td>4,122,488</td>
<td>5,825,138</td>
<td>5,866,211</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>0</td>
<td>3,640,717</td>
<td>4,122,488</td>
<td>5,825,138</td>
<td>5,866,211</td>
</tr>
</tbody>
</table>

SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>181000 INFORMATION &amp; COMM TECHNOLOGY</td>
<td>0</td>
<td>3,640,717</td>
<td>4,122,488</td>
<td>5,825,138</td>
<td>5,866,211</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>0</td>
<td>3,640,717</td>
<td>4,122,488</td>
<td>5,825,138</td>
<td>5,866,211</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:
The $1,743,723 net increase in funding for Information and Communication Technology is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,724,032</td>
<td>1,672,834</td>
<td>(51,198) Full-time Salaries</td>
</tr>
<tr>
<td>(54,132)</td>
<td>(3.14%)</td>
<td>Staff Turnover</td>
</tr>
<tr>
<td>2,934</td>
<td>(51,198)</td>
<td>Salary Adjustments based on recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td>70,445</td>
<td>70,445</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>141,605</td>
<td>141,605</td>
<td>Two (2) positions transferred to Information and Communication Technology from Emergency Services:</td>
</tr>
<tr>
<td># of positions</td>
<td>Salary</td>
<td>Fringe</td>
</tr>
<tr>
<td>1.00</td>
<td>58,965</td>
<td>27,737</td>
</tr>
<tr>
<td>1.00</td>
<td>40,966</td>
<td>13,937</td>
</tr>
<tr>
<td>2.00</td>
<td>99,931</td>
<td>41,674</td>
</tr>
<tr>
<td>155,163</td>
<td>161,193</td>
<td>6,030 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>16,746</td>
<td>8,361</td>
<td>(8,385) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>4,500</td>
<td>16,500</td>
<td>12,000 Overtime adjusted based on actuals</td>
</tr>
<tr>
<td>318,235</td>
<td>333,018</td>
<td>14,783 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>131,632</td>
<td>128,816</td>
<td>(2,816) FICA adjustment</td>
</tr>
<tr>
<td>41,073</td>
<td>41,073</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>324,600</td>
<td>574,600</td>
<td>250,000 Other Professional Services - Funds provide for SML Enterprise Data Room Cleaning; Fadouri UPS Maintenance; First Federal Corp Storage; consultant services for research and development of new systems and technologies; Granicus; and NMARC for contractual scanning services to the County’s WAN</td>
</tr>
<tr>
<td>370,000</td>
<td>452,800</td>
<td>82,800 Data Processing Hardware Maintenance - increase due to consolidation of Data Processing Hardware Maintenance from various County Departments to ICT. Funding provided for Xerox copier contract; CISCO and Spare Equipment; HP Server support; Delta Telephone; PSR Disaster Recovery; Quantum Tape Library; Cisco Smartnet Renewal; Decision One Tape Drives; OWA Carepack; PSR IBM Maintenance coverage; and miscellaneous DP hardware maintenance. Additional funding for other departments include EOC Special Ops and Support Servers; Intrepid Maintenance and EOC Servers.</td>
</tr>
</tbody>
</table>
**INFORMATION AND COMMUNICATION TECHNOLOGY**

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>60,000</td>
<td>72,000</td>
<td>12,000</td>
</tr>
<tr>
<td>723,000</td>
<td>1,898,726</td>
<td>1,175,726</td>
</tr>
</tbody>
</table>

- Internet Line Service - increase for QWEST Internet Service based on actual expense history
- Data Processing Software Maintenance - increased due to consolidation of Data Processing Software Maintenance from various County Departments to ICT:
  
  788,302  ICT - funding for Locate; Heat; Acronis; Rocket; Syncsort; Computer Associates Epic/Explore; PSR System Support; IBM; Ironport; Laserfiche; Govdelivery; Constituent Relations Management Software; Learning Management Software; Timelink; Energov; and other various software services.
  
  24,878  Risk Management - funding for Risk Software support
  
  22,365  Community Services - funding for Homeless Program software; Office on Aging license/maintenance; and Route Match contract fees
  
  379,952  Treasury - Weighmaster Support Plan; FAMIS; Financial Bloomberg; CORE; XL Reporter; CYBORG
  
  252  Judicial - Access fee at the State database
  
  40,000  Human Resources - Neogov Modules
  
  13,200  Planning & Zoning - Share of GIS maintenance; McTrans maintenance; T-maintenance; Cold Fusion for software
  
  5,000  Housing - Housing Assistance Program
  
  477,241  Emergency Services - Pro QA Service Plan; Aqua Service Plan; Cardset Maintenance; Public Safety Data System; Image Trend; Knowledge Center; Dish Satellite; Scriptlogic; Gold Fluke Support; Pictometry; GIS
  
  3,500  Environmental Services - Admin license for CADD
  
  10,800  County Council - Constituent Services
  
  56,850  State's Attorney - Lexis/Nexis and Case Management
  
  25,418  Economical Development - CoStar Software; ESRI Software; and Fedmine USA
  
  9,600  Tourism - D3 Fee
  
  37,868  Law Department - Lexis/Nexis; Cloud Based Software; BMI and ASCAP and Medicare Program
  
  3,500  Sustainability - Facility Dude Energy Management
## DEPARTMENT STAFF SUMMARY

### DEPARTMENT: INFORMATION AND COMMUNICATION TECHNOLOGY

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Positions FY 12</th>
<th>Salaries FY 12</th>
<th>Positions FY 13</th>
<th>Salaries FY 13</th>
<th>Positions FY 14</th>
<th>Salaries FY 14</th>
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<tr>
<td>Administrative Assistant II</td>
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<td>50,000</td>
<td>1.00</td>
<td>52,000</td>
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<td>Business Applications Manager</td>
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<td>Computer Operator</td>
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<td>Computer System Engineer I</td>
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<td>40,966</td>
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### SALARY TOTAL

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<tr>
<th>FY 12</th>
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<tr>
<td>26.00</td>
<td>1,664,846</td>
<td>27.00</td>
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## DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** INFORMATION AND COMMUNICATION TECHNOLOGY  
**Index No.:** 181000  
**Enacted FY 12 Salaries and Other Personal Services are Enacted not Audited amounts**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED POSITIONS FY 12</th>
<th>ENACTED SALARIES FY 12</th>
<th>ENACTED POSITIONS FY 13</th>
<th>ENACTED SALARIES FY 13</th>
<th>ENACTED POSITIONS FY 14</th>
<th>ENACTED SALARIES FY 14</th>
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<tr>
<td>Pension &amp; Retirement</td>
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<td>Workers’ Compensation</td>
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<td>16,746</td>
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<td>Health Benefits</td>
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<td>318,235</td>
<td>356,544</td>
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<td>PEHP</td>
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<td>41,073</td>
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<tr>
<td>FICA</td>
<td>127,651</td>
<td>131,632</td>
<td>140,782</td>
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<td>Overtime and Shift Differential</td>
<td>3,800</td>
<td>6,800</td>
<td>18,800</td>
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<td>Miscellaneous</td>
<td>3,640</td>
<td>3,780</td>
<td>3,920</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>657,866</strong></td>
<td><strong>632,356</strong></td>
<td><strong>746,940</strong></td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td><strong>TOTAL PERSONAL SERVICES</strong></td>
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<td>2,400,067</td>
<td>27.00</td>
<td>2,356,388</td>
<td>29.00</td>
<td>2,579,785</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Business Applications Manager position filled as an Administrative Budget Technician II - #2890
B - One (1) vacant Senior Computer Operator position filled as a Computer Operator - #0086
C - Two (2) Computer System Engineer I positions transferred from the Department of Emergency Services - #2610 and #0456
D - One (1) Computer System Engineer I position upgraded to a Computer System Engineer II - #1204
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

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Dollars allocated</td>
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<td>N/A</td>
<td>$3,640,717</td>
<td>$4,122,488</td>
<td>$5,825,138</td>
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<td>Number of staff</td>
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<td>N/A</td>
<td>26.00</td>
<td>27</td>
<td>29</td>
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<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Computers maintained</em>*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>873</td>
<td>873</td>
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<tr>
<td><strong>Software Maintained</strong></td>
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<td>N/A</td>
<td>N/A</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Financial (W&amp;S Mainframe VSAM, TAXNET, CORE, ADPICS, FAMIS, Cyborg)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Departmental (ISIS, City Works, Heat)</td>
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<td>N/A</td>
<td>N/A</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Backoffice (Microsoft Server, SQL Server, SharePoint, Exchange, Laserfiche)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>5</td>
<td>5</td>
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<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Average age of computers maintained</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>2.3</td>
<td>2.5</td>
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<tr>
<td>Average age of Financial Software maintained</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>18.1</td>
<td>5.6</td>
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<tr>
<td>Average age of Departmental Software maintained</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>15.0</td>
<td>7.7</td>
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<tr>
<td>Average age of Back Office Software maintained</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>3.4</td>
<td>3.9</td>
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<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Evaluating the current Hardware and Software through out the County to develop a plan to update</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Excellent</td>
<td>Excellent</td>
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<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Improve the age and stability of the County supported Technology</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Goal Achieved</td>
<td>Goal Achieved</td>
</tr>
</tbody>
</table>

**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 goal is to replace aging Software with newer technology and increase the stability and functionality of this Software. This projection for FY 14 is based on our plans to replace the Mainframe Applications for Water & Sewer, ADPICS, FAMIS and BPREP.*

501
SHERIFF’S OFFICE

Citizens

Sheriff

Administrative Services
Patrol Operations
Investigative Services
Correctional Services
Court Services

Inmate Welfare Fund
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 for 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 ’13 - ’14 GOALS AND OBJECTIVES:

1 TO ENSURE THAT AGENCY STAFFING IS ADEQUATE TO MEET CURRENT AND FUTURE SERVICE DEMANDS AND MANDATES IN A TIMELY AND EFFICIENT MANNER
   
   o To provide for timely service of court ordered processes by ensuring a service rate of no less than 90%

2 TO ENHANCE THE SAFETY OF FAMILIES THROUGH THE MONITORING OF CONVICTED SEX OFFENDERS

   o To provide for routine monitoring of sex offender registrants through residential and employment verification at a minimum of twice per year per registrant
## SHERIFF’S OFFICE

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>10</td>
<td>PERSONAL SERVICES</td>
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<td>55,041,383</td>
<td>54,361,146</td>
<td>56,558,801</td>
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<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>4,726,198</td>
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<td>7,281,144</td>
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<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td>2,005,995</td>
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<td>2,310,598</td>
<td>2,364,339</td>
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<tr>
<td>40</td>
<td>BUSINESS &amp; TRAVEL</td>
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<td>2,161,972</td>
<td>2,207,140</td>
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<tr>
<td>50</td>
<td>CAPITAL OUTLAY</td>
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<td>3,145,404</td>
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<td>70</td>
<td>MISCELLANEOUS</td>
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<td>373,016</td>
<td>371,777</td>
<td>386,397</td>
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<td>80</td>
<td>INTERGOVERNMENTAL</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>63,800,429</strong></td>
<td><strong>67,761,568</strong></td>
<td><strong>66,516,256</strong></td>
<td><strong>68,982,871</strong></td>
<td><strong>68,982,871</strong></td>
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### SUMMARY BY FUND:

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<th>Fund</th>
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<tr>
<td>11</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>63,800,429</strong></td>
<td><strong>67,761,568</strong></td>
<td><strong>66,516,256</strong></td>
<td><strong>68,982,871</strong></td>
<td><strong>68,982,871</strong></td>
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### SUMMARY BY DIVISION:

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<th>FY 11</th>
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<th>FY 14</th>
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<tr>
<td>211100 ADMINISTRATION &amp; SUPPORT</td>
<td>7,198,034</td>
<td>7,730,918</td>
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<td>211200 PATROL OPERATIONS</td>
<td>24,713,989</td>
<td>26,500,484</td>
<td>24,530,934</td>
<td>25,620,947</td>
<td>25,620,947</td>
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<tr>
<td>211300 INVESTIGATIVE SERVICES</td>
<td>7,213,287</td>
<td>7,798,889</td>
<td>8,011,011</td>
<td>8,097,706</td>
<td>8,097,706</td>
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<tr>
<td>212000 CORRECTIONAL SERVICES</td>
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<td>20,059,895</td>
<td>20,860,300</td>
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<td>212100 INMATE WELFARE FUND</td>
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<td>423,267</td>
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<td>213000 COURT SERVICES</td>
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<td>5,194,451</td>
<td>5,453,529</td>
<td>5,453,529</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>63,800,429</strong></td>
<td><strong>67,761,568</strong></td>
<td><strong>66,516,256</strong></td>
<td><strong>68,982,871</strong></td>
<td><strong>68,982,871</strong></td>
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</tbody>
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### SUMMARY OF GRANT BUDGETS

315,397
## SHERIFF'S OFFICE

### FINANCIAL NOTES:

The $2,466,615 net increase in funding for the Sheriff's Office is the result of:

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<td>30,417,163</td>
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<td>1,484,246</td>
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<td>6,553,619</td>
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<td>8,227,218</td>
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**FINANCIAL NOTES:**

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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>150,220</td>
<td>218,630</td>
<td>68,410</td>
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Other Professional Services increase based on actual expenses:

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<td>Surviving Armed Encounters</td>
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<td>Personnel File Scan</td>
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<td>Law Enforce Records Scan</td>
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<td>Credit Checks</td>
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> 150,220 218,630 68,410

Security Systems - increase in maintenance costs for security system at both the Northern and Southern Precincts

> 124,459 131,097 6,638

Space & Real Estate Rental - increase based on expected cost of leases

> 444,910 459,495 14,585

Other Insurance - self insurance for general and auto liability and property damage.

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<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<td>459,380</td>
<td>424,626</td>
<td>(34,754)</td>
</tr>
<tr>
<td>132,228</td>
<td>112,214</td>
<td>(20,014)</td>
</tr>
<tr>
<td>36,602</td>
<td>35,864</td>
<td>(738)</td>
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> 628,210 572,704 (55,506)
## FINANCIAL NOTES:

**FY 13**  |  **FY 14**  |  **CHANGE**
---|---|---
7,481,206 | 7,623,100 | 141,894

| Line items significantly adjusted based on actual expense history: |
|---|---|---|---|---|---|
| FY 13 | FY 14 | Change | |
| 151,810 | 147,171 | (4,639) | Office Equipment |
| 135,000 | 141,600 | 6,600 | Vehicle & Operating Equipment |
| 715,786 | 793,951 | 78,165 | Electricity |
| 188,516 | 228,000 | 39,484 | Water & Sewer |
| 671,289 | 622,159 | (49,130) | Telephone Service |
| 3,170 | 18,683 | 15,513 | Unemployment Insurance |
| 3,309,596 | 3,316,096 | 6,500 | Medical Services |
| 7,800 | 9,800 | 2,000 | County Facility Repair and Renovation |
| 50,747 | 57,146 | 6,399 | Operating Equipment |
| 66,930 | 39,731 | (27,199) | Data Processing Software Maintenance |
| 153,405 | 166,046 | 12,641 | Building/Custodial Services |
| 88,383 | 61,132 | (27,251) | Other Service & Maintenance |
| 92,920 | 118,000 | 25,080 | General Office Supplies |
| 25,350 | 27,350 | 2,000 | Printing Commercial |
| 24,760 | 30,200 | 5,440 | Duplicating Machine Supplies |
| 17,550 | 20,455 | 2,905 | General Office Mailing |
| 45,345 | 51,835 | 6,490 | Paper Supplies |
| 79,038 | 81,083 | 2,045 | Janitorial Supplies & Equipment |
| 5,200 | 6,700 | 1,500 | Animal Food Supplies |
| 13,920 | 17,620 | 3,700 | Audio Visual Supplies |
| 14,725 | 20,195 | 5,470 | Building Supplies |
| 137,476 | 119,173 | (18,303) | Safety Equipment |
| 134,486 | 136,286 | 1,800 | Weapons & Ammo |
| 1,142,010 | 1,158,410 | 16,400 | Fuel Charges |
| 145,800 | 147,278 | 1,478 | Non Targeted Charges - FVS |
| 3,600 | 6,450 | 2,850 | Transportation Costs |
| 6,440 | 10,200 | 3,760 | Meals |
| 8,975 | 12,700 | 3,725 | Lodging |
| 41,179 | 57,650 | 16,471 | Training Seminars, Courses |

| Total | 7,481,206 | 7,623,100 | 141,894 |
## SHERIFF'S OFFICE

### FINANCIAL NOTES:

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<th>Item</th>
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<th>CHANGE</th>
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<td>812</td>
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<tr>
<td>Equipment</td>
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<td>57,550</td>
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- Diesel Fuel: additional funds provide for Prisoner Transport Wagon, Precinct generators, bus, and tactical rescue vehicle.
- Other Supplies and Materials: increase based on actual expense history and provides for mattresses, inmate trays, indigent kits, toiletries, community policing and youth academy supplies, bike patrol, etc.
- County Match/Transfers Out: increase.
- Child Enforcement Grant: increase.
- Child Enforcement Grant Mgt Fee: increase.
- Domestic Violence: no change.
- Confidential Expenses: increased appropriation to purchase narcotics and pay informants in investigations, and for intel/homeland defense.
- Equipment: one-time funds provided in FY 13 for kitchen generator are eliminated for FY 14; an additional $137,550 is provided to purchase police car packages for 30 vehicles at $4,585 each. Remainder of $47,500 is to provide for computer equipment, food heating carts, work stations, and exercise equipment for the Inmate Welfare Fund.
# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: SHERIFF'S OFFICE

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<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
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<th>SALARIES FY 12</th>
<th>POSITIONS</th>
<th>SALARIES FY 13</th>
<th>POSITIONS</th>
<th>SALARIES FY 14</th>
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## DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** SHERIFF'S OFFICE

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
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<td>4.00</td>
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<tr>
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<td>24.00</td>
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<td>1.00</td>
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<td>1.00</td>
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</table>

**FULL-TIME SALARIES**

| | | | | |
| FULL-TIME SALARIES | 509.00 | 30,318,719 | 510.00 | 30,434,685 | 520.00 | 31,853,775 |
| SALARY OFFSET | (450,692) | (400,212) | (616,490) |
| SALARY ADJUSTMENT | | 0 | 382,690 | 0 |
| TOTAL FULL-TIME SALARIES | 509.00 | 29,868,027 | 510.00 | 30,417,163 | 520.00 | 31,237,285 |
# DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** SHERIFF'S OFFICE

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>POSITIONS FY 12</th>
<th>SALARIES FY 12</th>
<th>POSITIONS FY 13</th>
<th>SALARIES FY 13</th>
<th>POSITIONS FY 14</th>
<th>SALARIES FY 14</th>
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<td>4.55</td>
<td>133,347</td>
<td>5.25</td>
<td>153,862</td>
<td>5.25</td>
<td>159,978</td>
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<td>1,390,099</td>
<td>1,468,200</td>
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<tr>
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<td>31,294,401</td>
<td>515.25</td>
<td>31,961,124</td>
<td>525.25</td>
<td>32,865,463</td>
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<td><strong>OTHER PERSONAL SERVICES</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
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<td>8,227,218</td>
<td>8,948,910</td>
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<td></td>
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<td>Workers' Compensation</td>
<td></td>
<td>632,746</td>
<td>732,731</td>
<td>748,262</td>
<td></td>
<td></td>
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<tr>
<td>Health Benefits</td>
<td></td>
<td>6,379,836</td>
<td>6,599,455</td>
<td>6,658,031</td>
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<td>Overtime &amp; Shift Differential</td>
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<td>3,529,380</td>
<td>3,824,959</td>
<td>4,189,215</td>
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<td></td>
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<tr>
<td>FICA</td>
<td></td>
<td>2,659,904</td>
<td>2,704,239</td>
<td>2,834,200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td>308,860</td>
<td>311,420</td>
<td>314,720</td>
<td></td>
<td></td>
<td></td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td></td>
<td>22,880,959</td>
<td>22,400,022</td>
<td>23,693,338</td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td>1,706,944</td>
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<td><strong>TOTAL PERSONAL SERVICES</strong></td>
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<td>55,882,304</td>
<td>515.25</td>
<td>54,361,146</td>
<td>525.25</td>
<td>56,558,801</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
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<td>10 PERSONAL SERVICES</td>
<td>5,861,153</td>
<td>5,935,211</td>
<td>5,666,811</td>
<td>5,701,497</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>908,513</td>
<td>944,721</td>
<td>1,107,741</td>
<td>1,049,356</td>
<td>1,049,356</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>86,010</td>
<td>98,836</td>
<td>92,420</td>
<td>100,740</td>
<td>100,740</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>284,385</td>
<td>320,805</td>
<td>316,827</td>
<td>328,943</td>
<td>328,943</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>40,157</td>
<td>422,989</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>17,816</td>
<td>8,356</td>
<td>4,500</td>
<td>6,000</td>
<td>6,000</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>7,198,034</strong></td>
<td><strong>7,730,918</strong></td>
<td><strong>7,188,299</strong></td>
<td><strong>7,186,536</strong></td>
<td><strong>7,186,536</strong></td>
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### FUNDING SOURCE:

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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td><strong>7,198,034</strong></td>
<td><strong>7,730,918</strong></td>
<td><strong>7,188,299</strong></td>
<td><strong>7,186,536</strong></td>
<td><strong>7,186,536</strong></td>
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</tbody>
</table>
**FINANCIAL NOTES:**

The ($1,763) net decrease in funding for Sheriff's Office - Administrative Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>177,653</td>
<td>177,653</td>
<td>FY 13 COLA increase of 4%</td>
</tr>
<tr>
<td>3,576,385</td>
<td>3,571,795</td>
<td>(4,590) Full-time Salaries</td>
</tr>
<tr>
<td>12,014</td>
<td>12,014</td>
<td></td>
</tr>
<tr>
<td>(23,614) Offset - reduction of lump sum provided in FY 13 for Sr. Deputy classification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(4,590)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(14,722)</td>
<td>(14,722)</td>
<td>The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
</tr>
<tr>
<td>2.00</td>
<td>148,075</td>
<td>82,485</td>
</tr>
<tr>
<td>(2.00)</td>
<td>(161,200)</td>
<td>(84,082)</td>
</tr>
<tr>
<td>0.00</td>
<td>(13,125)</td>
<td>(1,597)</td>
</tr>
<tr>
<td>209,278</td>
<td>185,286</td>
<td>(23,992) Temporary Salaries - funds provide for two Applicant Investigators, two Clerical Assistants, a Security Clerk and a Web Designer. Decrease based on actual expenses</td>
</tr>
<tr>
<td>701,367</td>
<td>666,936</td>
<td>(34,431) Health Benefits - adjusted for an anticipated 12% cost increase plus staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>596,595</td>
<td>523,798</td>
<td>(72,797) Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>48,251</td>
<td>48,384</td>
<td>133 Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>301,676</td>
<td>302,967</td>
<td>1,291 FICA - adjusted for personnel/salary changes</td>
</tr>
<tr>
<td>215,359</td>
<td>222,000</td>
<td>6,641 Overtime and Shift Differential adjusted based on actual expense history</td>
</tr>
<tr>
<td>Service</td>
<td>FY 13</td>
<td>FY 14</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Driver Training Fee</td>
<td>4,125</td>
<td>4,125</td>
</tr>
<tr>
<td>Swimming/Rescue Instruction</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Basic English</td>
<td>675</td>
<td>675</td>
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<tr>
<td>Surviving Armed Encounters</td>
<td>750</td>
<td>750</td>
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<tr>
<td>Personnel File Scan</td>
<td>1,800</td>
<td>1,800</td>
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<tr>
<td>Law Enforcement Records Scan</td>
<td>4,500</td>
<td>4,500</td>
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<td>Maryland Chiefs</td>
<td>7,578</td>
<td>7,578</td>
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<td>Air Quality Test</td>
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<td>2,970</td>
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<td>IMPA Testing Services</td>
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<td>Credit Checks</td>
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<tr>
<td>Guest Lecturers</td>
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<td>1,500</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>30,000</td>
<td>30,000</td>
</tr>
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- **30,000** 30,000 0 Other Professional Services:

- **158,340** 158,726 386 Space and Real Estate Rental - increase based on expected cost of leases for HCC Training Academy, Firing Range, Office of Professional Standards, and 101 S. Main Street.

- **26,179** 34,000 7,821 Training Seminars - funding provides for required training, recertification and Johns Hopkins Master Program.
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
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<td>791,102</td>
<td>753,418</td>
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Line items significantly adjusted, based on actual expense history:

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<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>657,709</td>
<td>606,165</td>
<td>(51,544)</td>
</tr>
<tr>
<td>65,678</td>
<td>67,178</td>
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<tr>
<td>2,170</td>
<td>3,255</td>
<td>1,085</td>
</tr>
<tr>
<td>35,820</td>
<td>41,000</td>
<td>5,180</td>
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<tr>
<td>16,000</td>
<td>15,520</td>
<td>(480)</td>
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<tr>
<td>5,000</td>
<td>6,800</td>
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<tr>
<td>1,225</td>
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<td>1,275</td>
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<td>3,000</td>
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<tr>
<td>4,500</td>
<td>6,000</td>
<td>1,500</td>
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Total: 791,102 - 753,418 = (37,684)

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<th>FY 14</th>
<th>CHANGE</th>
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<td>29,699</td>
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</table>

Data Processing Software Maintenance:

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<th>Change</th>
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<td>Fluke Meter &amp; Maintenance</td>
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<td>10,775</td>
<td>675</td>
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<tr>
<td>Constant Contact</td>
<td>714</td>
<td>744</td>
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<tr>
<td>Pictometry</td>
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<tr>
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Total: 38,318 - 29,699 = (8,619)
<table>
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<tr>
<th>POSITION TITLE</th>
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<th>POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Sheriff</td>
<td>Elected</td>
<td>1.00</td>
<td>108,570</td>
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<td>111,786</td>
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<td>113,732</td>
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<td>Chief Deputy</td>
<td>L-09</td>
<td>1.00</td>
<td>129,293</td>
<td>1.00</td>
<td>129,293</td>
<td>1.00</td>
<td>134,472</td>
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<tr>
<td>Major</td>
<td>L-08</td>
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<td>1.00</td>
<td>121,181</td>
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<td>Captain</td>
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<td>198,536</td>
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<td>198,536</td>
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<td>261,789</td>
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<tr>
<td>Sergeant</td>
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<td>2.00</td>
<td>154,273</td>
<td>3.00</td>
<td>240,635</td>
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<td>2.00</td>
<td>155,584</td>
<td>2.00</td>
<td>161,803</td>
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<tr>
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<td>L-03S</td>
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<td>0</td>
<td>3.00</td>
<td>222,768</td>
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<tr>
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<td>85,613</td>
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<td>85,613</td>
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<td>1.00</td>
<td>67,600</td>
<td>1.00</td>
<td>70,304</td>
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<td>61,589</td>
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<td>80,350</td>
<td>1.00</td>
<td>83,928</td>
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<td>69,992</td>
<td>1.00</td>
<td>69,992</td>
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<td>72,800</td>
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<td>62,192</td>
<td>1.00</td>
<td>62,192</td>
<td>1.00</td>
<td>64,688</td>
</tr>
<tr>
<td>Law Enforcement Records Administrator</td>
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<td>83,595</td>
<td>1.00</td>
<td>83,595</td>
<td>1.00</td>
<td>86,944</td>
</tr>
<tr>
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<td>A-09</td>
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<td>95,452</td>
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<td><strong>0</strong></td>
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<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td><strong>61.00</strong></td>
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<td><strong>60.00</strong></td>
<td><strong>3,576,385</strong></td>
<td><strong>60.00</strong></td>
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<td>SALARIES</td>
<td>ENACTED FY 13</td>
<td>SALARIES</td>
<td>ENACTED FY 14</td>
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<td>Pension &amp; Retirement</td>
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<td>Health Benefits</td>
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<td>FICA</td>
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<td></td>
<td>297,555</td>
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<td>301,676</td>
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<td>Miscellaneous</td>
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<td>TOTAL OTHER PERSONAL SERVICES</td>
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<td>1,812,932</td>
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<td>TOTAL 27TH PAY COST</td>
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<td>184,140</td>
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<tr>
<td>TOTAL PERSONAL SERVICES</td>
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<td>60.00</td>
<td>5,666,811</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Lieutenant positions promoted to Captain; One (1) Lieutenant position transferred into Patrol
B - One (1) Corporal position promoted to Sergeant
C - Three (3) Deputy First Class positions were promoted to Sr. Deputy
D - One (1) Deputy First Class position reclassified to Fleet Technician
E - One (1) Law Enforcement Records Technician II position vacated and reclassified to Law Enforcement Records Technician I
The Patrol Operations Division responds to calls for service, enforces law, prevents crime, and apprehends violators. To perform these functions, deputies are assigned to three shifts that patrol ten sectors within Harford County.

Additionally, to assist in achieving its mission, this Division has several specialized units: Community Policing Unit, School Policing Unit, Traffic Unit and K-9 Unit. Other units with specialized functions include the Special Response Team (SRT), Crisis Negotiating Team, Scuba Team, Honor Guard, Community Action Response Team (CART), and the Gang Suppression Unit (GSU).

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY11</th>
<th>AUDITED FY12</th>
<th>ORIGINAL BUDGET FY13</th>
<th>EXECUTIVE PROPOSED FY14</th>
<th>ENACTED FY14</th>
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</thead>
<tbody>
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<td>10 PERSONAL SERVICES</td>
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<td>23,067,870</td>
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<td>20 CONTRACTUAL SERVICES</td>
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<td>837,010</td>
<td>837,010</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
<td>383,320</td>
<td>417,198</td>
<td>435,245</td>
<td>437,283</td>
<td>437,283</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
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<td>1,042,777</td>
<td>1,129,450</td>
<td>1,141,234</td>
<td>1,141,234</td>
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<td>137,550</td>
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<td>70 MISCELLANEOUS</td>
<td>78</td>
<td>417</td>
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<td>80 INTERGOVERNMENTAL/INTERFUND</td>
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<td>GRAND TOTAL</td>
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<td>26,500,484</td>
<td>24,530,934</td>
<td>25,620,947</td>
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**FUNDING SOURCE:**

<table>
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<tr>
<th>Source</th>
<th>AUDITED FY11</th>
<th>AUDITED FY12</th>
<th>ORIGINAL BUDGET FY13</th>
<th>EXECUTIVE PROPOSED FY14</th>
<th>ENACTED FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>24,713,989</td>
<td>26,500,484</td>
<td>24,530,934</td>
<td>25,620,947</td>
<td>25,620,947</td>
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</table>
DEPARTMENT:  SHERIFF'S OFFICE  
DIVISION:  Patrol Operations  
INDEX:  211200  
FINANCIAL NOTES:  
The $1,090,013 net increase in funding for Sheriff's Office - Patrol Operations is the result of:

<table>
<thead>
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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>709,119</td>
<td>709,119</td>
<td>FY 13 COLA of 4%</td>
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<tr>
<td>12,439,800</td>
<td>12,239,295</td>
<td>(200,505) Full-time Salaries</td>
</tr>
<tr>
<td>198,171</td>
<td>12,439,800</td>
<td>12,239,295</td>
</tr>
<tr>
<td>198,171</td>
<td>12,439,800</td>
<td>12,239,295</td>
</tr>
<tr>
<td>(200,505)</td>
<td>(200,505)</td>
<td></td>
</tr>
<tr>
<td>105,555</td>
<td>105,555</td>
<td>The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
</tr>
<tr>
<td>10.00</td>
<td>711,256</td>
<td>464,990</td>
</tr>
<tr>
<td>(10.00)</td>
<td>(670,759)</td>
<td>(399,932)</td>
</tr>
<tr>
<td>0.00</td>
<td>40,497</td>
<td>65,058</td>
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<tr>
<td>242,934</td>
<td>245,993</td>
<td>3,059</td>
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<tr>
<td>2,806,748</td>
<td>2,758,017</td>
<td>(48,731)</td>
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<tr>
<td>3,538,966</td>
<td>3,755,619</td>
<td>216,653</td>
</tr>
<tr>
<td>328,653</td>
<td>324,756</td>
<td>(3,897)</td>
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<tr>
<td>510,000</td>
<td>524,000</td>
<td>14,000</td>
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<tr>
<td>1,070,413</td>
<td>1,086,174</td>
<td>15,761</td>
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<tr>
<td>882,600</td>
<td>1,030,000</td>
<td>147,400</td>
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</table>
## DEPARTMENT: SHERIFF'S OFFICE
### DIVISION: Patrol Operations
### INDEX: 211200

### FINANCIAL NOTES:

<table>
<thead>
<tr>
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<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>o</td>
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</tr>
<tr>
<td>161,715</td>
<td>164,637</td>
<td>2,922</td>
</tr>
<tr>
<td>Electricity - increased funds for crime cameras and new violent street crimes unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42,505</td>
<td>53,374</td>
<td>10,869</td>
</tr>
<tr>
<td>Building &amp; Custodial Services - funds provide for custodial services, waste management, terminix and stericycle, increased based on actual expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16,952</td>
<td>23,592</td>
<td>6,640</td>
</tr>
<tr>
<td>Operating Equipment - increase based on actual expenses for maintenance contracts for generators, elevators, gates, overhead doors, in car video, fingerprint and tag reader equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16,470</td>
<td>22,595</td>
<td>6,125</td>
</tr>
<tr>
<td>Security Systems - increase based on actual expenses for Northern Precinct @ $9,545 and Southern Precinct @ $12,250 and miscellaneous repairs @ $800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td></td>
<td></td>
</tr>
<tr>
<td>553,605</td>
<td>507,937</td>
<td>(45,668)</td>
</tr>
<tr>
<td>(45,668) Other Insurance - self insurance is funded per Treasury's recommendation</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>FY 13</th>
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<th>CHANGE</th>
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<tbody>
<tr>
<td>457,555</td>
<td>422,961</td>
<td>(34,594)</td>
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<tr>
<td>Auto Liability</td>
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<tr>
<td>70,189</td>
<td>59,565</td>
<td>(10,624)</td>
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<td>General Liability</td>
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<td>25,861</td>
<td>25,411</td>
<td>(450)</td>
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<td>Property Damage</td>
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<tr>
<td>553,605</td>
<td>507,937</td>
<td>(45,668)</td>
</tr>
</tbody>
</table>

| o     |       |        |
| 2,040 | 2,040 | 0 |
| Space & Real Estate Rental - funds provide for: |
| 800 Quarry Lease for Dive Team |
| 1,240 Youth Academy at Harford Glen |
| 2,040 |

| o     |       |        |
| 4,000 | 9,000 | 5,000 |
| Medical Services - increase based on actual expenses for K-9 Vet services |

| o     |       |        |
| 70,000 | 53,705 | (16,295) |
| Safety Equipment - decrease based on actuals but still provides for flares, dive team equipment, replacement vests, etc. |
**FINANCIAL NOTES:**

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<th>FY 14</th>
<th>CHANGE</th>
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<td>6,933</td>
<td>3,933</td>
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- Diesel Fuel - additional funds provide for Prisoner Transport Wagon, precinct generators, bus, and tactical rescue vehicle

<table>
<thead>
<tr>
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<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>66,542</td>
<td>86,938</td>
<td>20,396</td>
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- Line items significantly adjusted based on actual expense history and state of the economy:

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<th>Change</th>
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<td>1,200</td>
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<tr>
<td>4,000</td>
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<tr>
<td>2,000</td>
<td>3,480</td>
<td>1,480</td>
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<tr>
<td>19,100</td>
<td>27,000</td>
<td>7,900</td>
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<tr>
<td>3,700</td>
<td>5,200</td>
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<td>975</td>
</tr>
<tr>
<td>7,500</td>
<td>14,650</td>
<td>7,150</td>
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</table>

| 66,542 | 86,938 | 20,396 |

- Police Car Package - equipment for 30 replacement vehicles @ $4,585 each
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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<th>SALARIES</th>
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<td>L-07</td>
<td>3.00</td>
<td>311,562</td>
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<td>311,562</td>
<td>3.00</td>
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<td>7.00</td>
<td>625,686</td>
<td>7.00</td>
<td>653,974</td>
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<td>21.00</td>
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<td>21.00</td>
<td>1,671,553</td>
<td>22.00</td>
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<td>15.00</td>
<td>1,029,229</td>
<td>18.00</td>
<td>1,264,702C</td>
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<td>L-03S</td>
<td>0.00</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>Deputy First Class</td>
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<td>7,395,438</td>
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<td>2.00</td>
<td>104,811</td>
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**FULL-TIME SALARIES**

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<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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<tr>
<td>198.00</td>
<td>12,213,227</td>
<td>197.00</td>
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**TOTAL FULL-TIME SALARIES**

<table>
<thead>
<tr>
<th>FY 12</th>
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</tr>
</thead>
<tbody>
<tr>
<td>198.00</td>
<td>12,213,227</td>
<td>197.00</td>
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**PART-TIME SALARIES**

<table>
<thead>
<tr>
<th>GRADE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
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<tbody>
<tr>
<td>A-01</td>
<td>4.55</td>
<td>133,347</td>
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**TOTAL PART-TIME SALARIES**

<table>
<thead>
<tr>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
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<tbody>
<tr>
<td>4.55</td>
<td>133,347</td>
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**TEMPORARY SALARIES**

<table>
<thead>
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<th>SALARIES</th>
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<td>208,399</td>
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**SALARY TOTAL**

<table>
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<tr>
<td>202.55</td>
<td>12,554,973</td>
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## DIVISION STAFF SUMMARY

**DEPARTMENT:** SHERIFF'S OFFICE  
**DIVISION:** PATROL OPERATIONS  
**Index No.:** 211200

<table>
<thead>
<tr>
<th>ENACTED FY 12</th>
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<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>POSITION TITLE</td>
<td>GRADE</td>
<td>POSITIONS</td>
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<tr>
<td>Pension &amp; Retirement</td>
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<td>3,538,966</td>
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<td>Workers' Compensation</td>
<td>285,442</td>
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<td>Health Benefits</td>
<td>2,742,164</td>
<td>2,806,748</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>1,353,000</td>
<td>1,392,600</td>
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<tr>
<td>FICA</td>
<td>1,063,271</td>
<td>1,070,413</td>
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<tr>
<td>Miscellaneous</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td></td>
<td>9,753,279</td>
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<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td>703,540</td>
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<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
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*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*

A - One (1) Captain position promoted to a Major  
B - One (1) Sergeant reclassified to Corporal; one (1) Corporal promoted to Sergeant; one (1) vacant Sergeant reclassified to Deputy; and four (4) Sergeant positions transferred in from other divisions within the Sheriff's Office and two (2) Sergeants transferred out  
C - One (1) Corporal promoted to Sergeant; one (1) Sergeant reclassified to Corporal; one (1) Corporal reclassified to Deputy; seven (7) Deputy First Class positions promoted to Corporal; four (4) Corporal positions transferred out of Patrol and One (1) Corporal transferred into Patrol  
D - Forty-one (41) Deputy First Class positions promoted to Sr. Deputy First Class; seven (7) Deputy First Class positions promoted to Corporal; four (4) vacant Deputy First positions reclassified to Deputy; one (1) Deputy First Class position transferred into Patrol and four (4) Deputy First Class positions transferred out of Patrol  
E - One (1) vacant Lieutenant reclassified to Deputy; three (3) vacant Deputy First Class positions reclassified to Deputy; one (1) vacant Sergeant position reclassified to Deputy; one (1) vacant Corporal position reclassified to Deputy; and two (2) Deputy positions transferred into Patrol  
F - One (1) Deputy First Class position reclassified to an Electronic Services Technician
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

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dollars allocated</td>
<td>$11,343</td>
<td>$11,158</td>
<td>$11,010</td>
<td>$10,166</td>
<td>$11,010</td>
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<tr>
<td>Number of staff</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number convicted of misdemeanor offenses (Tier One)</td>
<td>13</td>
<td>30</td>
<td>33</td>
<td>36</td>
<td>41</td>
</tr>
<tr>
<td>Number convicted of non-contact felonies or contact misdemeanors (Tier Two)</td>
<td>19</td>
<td>18</td>
<td>26</td>
<td>24</td>
<td>27</td>
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<tr>
<td>Number convicted of contact felonies (Tier Three)</td>
<td>148</td>
<td>154</td>
<td>153</td>
<td>182</td>
<td>203</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of attempts per verification</td>
<td>1.4</td>
<td>1.3</td>
<td>1.2</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of residential verifications per registrant</td>
<td>2.5</td>
<td>5.2</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
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<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of verifications per year per registrant</td>
<td>2.5</td>
<td>5.2</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
</tr>
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</table>

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.
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:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audit FY 11</th>
<th>Audit FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>6,303,192</td>
<td>6,717,167</td>
<td>6,867,594</td>
<td>6,931,560</td>
<td>6,931,560</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>506,626</td>
<td>601,790</td>
<td>674,564</td>
<td>668,563</td>
<td>668,563</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>36,356</td>
<td>41,317</td>
<td>41,393</td>
<td>47,290</td>
<td>47,290</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
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<td>359,028</td>
<td>367,460</td>
<td>385,293</td>
<td>385,293</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>22,087</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>52,500</td>
<td>57,500</td>
<td>60,000</td>
<td>65,000</td>
<td>65,000</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>7,213,287</strong></td>
<td><strong>7,798,889</strong></td>
<td><strong>8,011,011</strong></td>
<td><strong>8,097,706</strong></td>
<td><strong>8,097,706</strong></td>
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### FUNDING SOURCE:

<table>
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<tr>
<th>Source</th>
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<th>Audit FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td><strong>7,213,287</strong></td>
<td><strong>7,798,889</strong></td>
<td><strong>8,011,011</strong></td>
<td><strong>8,097,706</strong></td>
<td><strong>8,097,706</strong></td>
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</table>
The $86,695 net increase in funding for Sheriff's Office - Investigative Services is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>o Full-time Salaries</td>
<td>209,285</td>
<td>209,285</td>
<td>FY 13 COLA of 4%</td>
</tr>
<tr>
<td>o (23,437)</td>
<td></td>
<td></td>
<td>(23,437)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(82,805) Offset - reduction of lump sum funds provided in FY 13 for Sr. Deputy Classification</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>65,608 Step/Grade adjustments - Time in Grade Promotions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(6,240) Staff Turnover (0.016%)</td>
</tr>
<tr>
<td></td>
<td>3,927,430</td>
<td>3,903,993</td>
<td>(23,437)</td>
</tr>
<tr>
<td>o Temporary Salaries</td>
<td>95,297</td>
<td>64,497</td>
<td>(30,800) Temporary Salaries - funds provide for Sex Offender Registration Investigators; decrease result of elimination of Equipment Technician</td>
</tr>
<tr>
<td>o Health Benefits</td>
<td>849,439</td>
<td>847,221</td>
<td>(2,218) Health Benefits - adjusted for an anticipated 12% cost increase plus staff opting for changes in level of coverage</td>
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<tr>
<td>o Pension/Retirement/LEOPS</td>
<td>988,932</td>
<td>1,000,879</td>
<td>11,947 Pension/Retirement/LEOPS rate adjustments per Treasury's estimates</td>
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<tr>
<td>o Workers' Compensation</td>
<td>95,147</td>
<td>94,825</td>
<td>(322) Workers' Compensation rate adjustments per Treasury's estimates</td>
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<tr>
<td>o Overtime</td>
<td>300,000</td>
<td>330,000</td>
<td>30,000 Overtime - increase based on actual expense history</td>
</tr>
<tr>
<td>o Shift Differential</td>
<td>225,000</td>
<td>231,215</td>
<td>6,215 Shift Differential - increase based on actual expense history</td>
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<tr>
<td>o FICA adjustments</td>
<td>340,889</td>
<td>347,119</td>
<td>6,230 FICA adjustments</td>
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FINANCIAL NOTES:

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<th>CHANGE</th>
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<tr>
<td>Space &amp; Real Estate Rental</td>
<td>284,530</td>
<td>298,729</td>
<td>14,199</td>
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<tr>
<td>- increase based on actual leases for covert office, CID/Evidence/Property, and Meagans Law Unit</td>
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<tr>
<td>Other Professional Services</td>
<td>106,000</td>
<td>106,000</td>
<td>0</td>
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<tr>
<td>- fees associated with subpoena record requests, technical consultants and increased hours for video analysis consultant</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other (Service &amp; Maintenance)</td>
<td>82,068</td>
<td>54,817</td>
<td>(27,251)</td>
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<tr>
<td>- decrease based on actual expense history for wiretap, terminix, and records database maintenance contracts</td>
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<tr>
<td>Confidential Expenses</td>
<td>60,000</td>
<td>65,000</td>
<td>5,000</td>
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<tr>
<td>- increased appropriations provide for investigation funds to purchase narcotics, pay informants, and intel/homeland defense</td>
<td></td>
<td></td>
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<tr>
<td>Telephone Service</td>
<td>13,580</td>
<td>15,994</td>
<td>2,414</td>
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<tr>
<td>- increase based on actual expenses mainly for wiretap costs</td>
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<td>Line items adjusted significantly due to actual expense history:</td>
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<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
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</tr>
<tr>
<td>13,101</td>
<td>11,984</td>
<td>(1,117)</td>
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<tr>
<td>121,800</td>
<td>128,400</td>
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<td>5,899</td>
<td>3,599</td>
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<td>1,080</td>
<td>2,530</td>
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<td>9,500</td>
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<tr>
<td>2,733</td>
<td>3,755</td>
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<td>218,605</td>
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<td>17,800</td>
<td>19,278</td>
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<tr>
<td>395,518</td>
<td>423,751</td>
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# DIVISION STAFF SUMMARY

**DEPARTMENT:** SHERIFF'S OFFICE  
**DIVISION:** INVESTIGATIVE SERVICES  
**Index No.:** 211300

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Major</td>
<td>L-08</td>
<td>2.00</td>
<td>225,306</td>
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<td>204,672</td>
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<td>305,406</td>
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<td>206,482</td>
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<td>Lieutenant</td>
<td>L-06</td>
<td>3.00</td>
<td>261,789</td>
<td>3.00</td>
<td>259,272</td>
<td>3.00</td>
<td>269,631</td>
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<tr>
<td>Sergeant</td>
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<td>5.00</td>
<td>397,510</td>
<td>5.00</td>
<td>399,902</td>
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<td>413,545</td>
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<td>6.00</td>
<td>418,871</td>
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<td>418,871</td>
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<td>L-03</td>
<td>28.00</td>
<td>1,713,229</td>
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<td>1,767,849</td>
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<td>Computer Forensics Examiner</td>
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<td>53,539</td>
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<td>55,682</td>
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<td>0.00</td>
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<td>47,694</td>
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<td>Law Enforcement Analyst</td>
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<td>93,517</td>
<td>1.00</td>
<td>48,445</td>
<td>1.00</td>
<td>49,338</td>
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<td>Sex Offender Verification Investigator</td>
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<td>48,880</td>
<td>1.00</td>
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<td>50,835</td>
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<td>1.00</td>
<td>56,014</td>
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<td>58,261</td>
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<td>1.00</td>
<td>56,014</td>
<td>1.00</td>
<td>51,771</td>
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<tr>
<td>TRAC Coordinator</td>
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<td>41,683</td>
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<td>41,683</td>
<td>1.00</td>
<td>43,347</td>
</tr>
<tr>
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</table>

**SUB TOTAL FULL-TIME SALARIES**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>55.00</td>
<td>3,658,322</td>
<td>59.00</td>
<td>3,844,625</td>
<td>58.00</td>
<td>3,932,725</td>
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**SALARY ADJUSTMENTS**

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<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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<td>82,805</td>
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**TOTAL FULL-TIME SALARIES**

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<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
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<tr>
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<td>3,927,430</td>
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**TEMPORARY SALARIES**

<p>| | | | | |</p>
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<tr>
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<tr>
<td></td>
<td>164,420</td>
<td>95,297</td>
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**SALARY TOTAL**

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<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
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### Division Staff Summary

**Department:** Sheriff's Office  
**Division:** Investigative Services  
**Index No.:** 211300

<table>
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<tr>
<th>Position Title</th>
<th>Grade</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
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<td>1,173,445</td>
<td>988,932</td>
<td>1,044,373</td>
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<td>Workers' Compensation</td>
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<td>79,853</td>
<td>95,147</td>
<td>95,109</td>
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<tr>
<td>Health Benefits</td>
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<td>793,312</td>
<td>849,439</td>
<td>837,215</td>
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<td>Overtime &amp; Shift Differential</td>
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<td>497,296</td>
<td>525,000</td>
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<tr>
<td>FICA</td>
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<td>329,752</td>
<td>340,889</td>
<td>349,226</td>
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<tr>
<td>Miscellaneous</td>
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<td>43,000</td>
<td>45,460</td>
<td>44,620</td>
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**Total Other Personal Services:**  
- FY 12: 2,916,658  
- FY 13: 2,844,867  
- FY 14: 2,931,758

**Total 27th Pay Cost:**  
- FY 12: 212,818  
- FY 13: 0  
- FY 14: 0

**Total Personal Services:**  
- FY 12: $6,952,218  
- FY 13: $6,867,594  
- FY 14: $6,931,560

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*

- **A:** One (1) Captain position transferred out of Investigative Services to another division within the Sheriff's Office.
- **B:** Seventeen (17) Deputy First Class positions promoted to Sr. Deputy First Class; and one (1) Sr. Deputy First Class transferred into Investigative Services from another division within the Sheriff's Office.
- **C:** Seventeen (17) Deputy First Class positions promoted to Sr. Deputy First Class; one (1) Deputy First Class position transferred into Investigative Services and two (2) Deputy First Class positions transferred out of Investigative Services.
- **D:** One (1) vacant Deputy position was reclassified to Public Information Specialist.
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.

It has total responsibility for transporting prisoners to the Courts, medical treatment facilities, and to other facilities for incarceration.

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>14,995,532 15,392,736</td>
<td>15,046,326</td>
<td>15,947,369</td>
<td>15,947,369</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>3,131,973 3,283,651</td>
<td>4,503,918</td>
<td>4,614,808</td>
<td>4,614,808</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>1,195,391 1,157,259</td>
<td>1,302,695</td>
<td>1,328,405</td>
<td>1,328,405</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>8,622 11,006</td>
<td>7,361</td>
<td>10,296</td>
<td>10,296</td>
<td></td>
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<td>50 CAPITAL OUTLAY</td>
<td>13,403 215,243</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>15,132</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>19,360,053 20,059,895</td>
<td>20,860,300</td>
<td>21,900,878</td>
<td>21,900,878</td>
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</table>

### FUNDING SOURCE:

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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>19,360,053 20,059,895</td>
<td>20,860,300</td>
<td>21,900,878</td>
<td>21,900,878</td>
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</tbody>
</table>
**DEPARTMENT:** SHERIFF'S OFFICE  
**DIVISION:** Correctional Services  
**INDEX:** 212000

**FINANCIAL NOTES:**

The $1,040,578 net increase in funding for Sheriff's Office - Correctional Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>463,346</td>
<td>463,346</td>
<td></td>
</tr>
<tr>
<td>8,311,263</td>
<td>8,066,463</td>
<td>(244,800)</td>
</tr>
<tr>
<td>18,417</td>
<td>18,417</td>
<td></td>
</tr>
<tr>
<td>384,365</td>
<td>384,365</td>
<td></td>
</tr>
<tr>
<td>73,803</td>
<td>119,693</td>
<td>45,890</td>
</tr>
<tr>
<td>1,100,000</td>
<td>1,250,000</td>
<td>150,000</td>
</tr>
<tr>
<td>1,824,117</td>
<td>1,857,329</td>
<td>33,212</td>
</tr>
<tr>
<td>2,437,624</td>
<td>2,502,329</td>
<td>64,705</td>
</tr>
<tr>
<td>205,969</td>
<td>194,132</td>
<td>(11,837)</td>
</tr>
<tr>
<td>745,110</td>
<td>741,855</td>
<td>(3,255)</td>
</tr>
</tbody>
</table>

- **FY 13 COLA of 4%**
- **(244,800) Full-time Salaries**
  - 32,905 Salary Adjustments - Time in Grade/Promotions
  - (277,705) Staff Turnover (3.3%)
- **The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:**
  - # of Positions | Salary | Fringe | Total |
  - 1.0          | 50,066 | 24,808 | 74,874 |
  - (1.0)        | (33,093)| (23,364)| (56,457) |
  - 0.0          | 16,973 | 1,444  | 18,417  |
- **Created 10 new Correctional Officer positions and funded for 1/2 year:**
  - Salary | Fringe | Total |
  - 203,630 | 180,735| 384,365|
- **Temporary Salaries - increase based on actual expenses for security clerks, a transport officer, maintenance assistant, and exercise officer**
- **Overtime - increase based on actual expenses**
- **Health Benefits - adjusted for an anticipated 12% increase plus staff opting for changes in level of coverage**
- **Pension/Retirement rate adjustments per Treasury's estimates**
- **Workers' Compensation rate adjustments per Treasury's estimates**
- **(3,255) FICA adjustments**
**DEPARTMENT:** SHERIFF'S OFFICE  
**DIVISION:** Correctional Services  
**INDEX:** 212000  

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>844,764</td>
<td>993,565</td>
<td>148,801</td>
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</table>

Line items significantly adjusted based on actual expense history:

<table>
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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Description</th>
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<tr>
<td>47,470</td>
<td>51,332</td>
<td>3,862</td>
<td>Office Equipment</td>
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<tr>
<td>500,000</td>
<td>575,000</td>
<td>75,000</td>
<td>Electricity</td>
</tr>
<tr>
<td>175,516</td>
<td>215,000</td>
<td>39,484</td>
<td>Water and Sewer</td>
</tr>
<tr>
<td>750</td>
<td>16,000</td>
<td>15,250</td>
<td>Unemployment Insurance</td>
</tr>
<tr>
<td>4,000</td>
<td>6,000</td>
<td>2,000</td>
<td>County Facility Repair &amp; Renovation</td>
</tr>
<tr>
<td>110</td>
<td>1,200</td>
<td>1,090</td>
<td>Other Professional Services - for tipping fees</td>
</tr>
<tr>
<td>22,713</td>
<td>6,433</td>
<td>(16,280)</td>
<td>Data Processing Software-Maintenance</td>
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<tr>
<td>22,000</td>
<td>32,000</td>
<td>10,000</td>
<td>General Office Supplies</td>
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<tr>
<td>4,000</td>
<td>6,000</td>
<td>2,000</td>
<td>Printing - Commercial</td>
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<tr>
<td>7,650</td>
<td>9,400</td>
<td>1,750</td>
<td>Duplicating Machine Supplies</td>
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<tr>
<td>43,010</td>
<td>49,500</td>
<td>6,490</td>
<td>Paper Supplies</td>
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<td>14,530</td>
<td>20,000</td>
<td>5,470</td>
<td>Building Supplies</td>
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<td>1,315</td>
<td>2,500</td>
<td>1,185</td>
<td>Meals</td>
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<td>1,700</td>
<td>3,200</td>
<td>1,500</td>
<td>Training Seminars, Courses, etc.</td>
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</table>

| 844,764 | 993,565 | 148,801 |

| 74,605  | 64,767  | (9,838) |

Other Insurance - share of auto liability, general liability and property damage as recommended by Treasury:

<table>
<thead>
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<th>FY 13</th>
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<th>CHANGE</th>
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<td>1,825</td>
<td>1,665</td>
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<tr>
<td>62,039</td>
<td>52,649</td>
<td>(9,390)</td>
</tr>
<tr>
<td>10,741</td>
<td>10,453</td>
<td>(288)</td>
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| 74,605 | 64,767 | (9,838) |
## DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF’S OFFICE  
DIVISION: CORRECTIONAL SERVICES  
Index No. 212000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>POSITIONS FY 12</th>
<th>SALARIES FY 12</th>
<th>POSITIONS FY 13</th>
<th>SALARIES FY 13</th>
<th>POSITIONS FY 14</th>
<th>SALARIES FY 14</th>
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<td>Major</td>
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<td>1.00</td>
<td>97,698</td>
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<td>97,698</td>
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<td>172,973</td>
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<td>597,500</td>
<td>9.00</td>
<td>666,514</td>
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<td>13.00</td>
<td>861,057</td>
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<td>848,037</td>
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<td>878,989</td>
<td>14.00</td>
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<td>4,187,393</td>
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<td>160,824</td>
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<td>65,978</td>
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<td>72,093</td>
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<td>131,456</td>
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<td>134,076</td>
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<td>41,683</td>
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<td>43,347</td>
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<td>43,035</td>
<td>1.00</td>
<td>43,035</td>
<td>1.00</td>
<td>40,976</td>
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<td>1.00</td>
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<td>1.00</td>
<td>43,035</td>
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<td>44,762</td>
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<td>98,508</td>
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<td>134,596</td>
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<td>139,984</td>
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<td>4.00</td>
<td>153,421</td>
<td>4.00</td>
<td>177,215</td>
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<td>45,552</td>
<td>1.00</td>
<td>45,552</td>
<td>1.00</td>
<td>47,382</td>
</tr>
<tr>
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<td>A-02</td>
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<td>76,523</td>
<td>2.00</td>
<td>76,523</td>
<td>2.00</td>
<td>79,581</td>
</tr>
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**SUB-TOTAL FULL-TIME SALARIES**  
156.00 8,281,976 156.00 8,311,263 166.00 8,615,814

**SALARY OFFSET**  
0 0 (203,630)

**TOTAL FULL-TIME SALARIES**  
156.00 8,281,976 156.00 8,311,263 166.00 8,612,184
### DIVISION STAFF SUMMARY

**DEPARTMENT:** SHERIFF’S OFFICE  
**DIVISION:** CORRECTIONAL SERVICES  
Index No. 212000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEMPORARY SALARIES</td>
<td></td>
<td>124,481</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>156.00</td>
<td>8,355,779</td>
<td>156.00</td>
<td>8,385,066</td>
</tr>
</tbody>
</table>

**OTHER PERSONAL SERVICES**

- **Pension & Retirement:** 2,485,603 | 2,437,624 | 2,676,358
- **Workers’ Compensation:** 177,662 | 205,969 | 207,400
- **Health Benefits:** 1,763,405 | 1,824,117 | 1,940,677
- **Overtime & Shift Differential:** 1,131,725 | 1,360,000 | 1,510,000
- **FICA:** 725,405 | 745,110 | 783,629
- **Miscellaneous:** 89,440 | 88,440 | 92,640

**TOTAL OTHER PERSONAL SERVICES:** 6,373,240 | 6,661,260 | 7,210,704

**TOTAL 27TH PAY COST:** 454,108 | 0 | 0

**TOTAL PERSONAL SERVICES:** 156.00 | 15,183,127 | 156.00 | 15,046,326 | 166.00 | 15,947,369

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

**Notes:**

A - One (1) Captain position promoted to Major and two (2) Lieutenant positions promoted to Captain  
B - One (1) Sergeant promoted to Lieutenant; two (2) Lieutenant positions promoted to Captain; and one (1) vacant Lieutenant position reclassified to Officer  
C - One (1) Corporal position promoted to Sergeant; one (1) Sergeant position promoted to Captain and one (1) vacant Sergeant position reclassified to Officer  
D - One (1) Corporal position promoted to Sergeant; one (1) Corporal position reclassified to Officer First Class; two (2) Officer First Class positions promoted to Corporal; and one (1) vacant Corporal position reclassified to Officer  
E - Ten (10) vacant Officer First Class positions reclassified to Officer; two (2) Officer First Class positions promoted to Corporal; and One (1) Corporal position reclassified to Officer First Class  
F - One (1) vacant Major position reclassified to Officer; one (1) vacant Lieutenant position reclassified to Officer; one (1) vacant Corporal position reclassified to Officer; one (1) vacant Sergeant position reclassified to Officer; and ten (10) vacant Officer First Class positions reclassified to Officer  
G - Ten (10) new Officer Recruit positions created for FY 14 and funded for 1/2 year
**DEPARTMENT:** SHERIFF'S OFFICE  
**DIVISION:** Inmate Welfare Fund  
**INDEX:** 212100

**ORIGIN/PURPOSE:**
In accordance with GASB Statement No. 34, this index is the appropriation authority for the Inmate Welfare account at the Harford County Detention Center.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>3,847</td>
<td>5,345</td>
<td>135,937</td>
<td>158,580</td>
<td>158,580</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>5,365</td>
<td>14,037</td>
<td>18,077</td>
<td>56,437</td>
<td>56,437</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>276,088</td>
<td>332,140</td>
<td>394,223</td>
<td>405,234</td>
<td>405,234</td>
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<td>40 BUSINESS &amp; TRAVEL</td>
<td>61,377</td>
<td>46,414</td>
<td>55,524</td>
<td>55,524</td>
<td>55,524</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>39,004</td>
<td>25,331</td>
<td>127,500</td>
<td>47,500</td>
<td>47,500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>385,681</strong></td>
<td><strong>423,267</strong></td>
<td><strong>731,261</strong></td>
<td><strong>723,275</strong></td>
<td><strong>723,275</strong></td>
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**FUNDING SOURCE:**

<table>
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<tr>
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<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
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<tr>
<td>11 GENERAL</td>
<td>385,681</td>
<td>423,267</td>
<td>731,261</td>
<td>723,275</td>
<td>723,275</td>
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</table>

**FINANCIAL NOTES:**
The ($7,986) net decrease in funding for the Sheriff's Office - Inmate Welfare Fund is the result of:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>o</td>
<td>9,822</td>
<td>9,822</td>
<td>FY 13 COLA of 4%</td>
</tr>
<tr>
<td>o</td>
<td>116,534</td>
<td>127,525</td>
<td>10,991</td>
</tr>
<tr>
<td>o</td>
<td>10,488</td>
<td>11,477</td>
<td>989</td>
</tr>
<tr>
<td>o</td>
<td>8,915</td>
<td>9,756</td>
<td>841</td>
</tr>
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</table>
## DEPARTMENT: SHERIFF'S OFFICE
## DIVISION: Inmate Welfare Fund
## INDEX: 212100

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>10,000</td>
<td>46,000</td>
<td>36,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other Professional Services - funds provide for inmate transportation @ $10,000 and new inmate program &quot;I'm Still Standing Corporation&quot; @ $36,000</td>
</tr>
<tr>
<td>o</td>
<td>4,793</td>
<td>7,153</td>
<td>2,360</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Communication Service - increase based on actual expenses for Star Electronics and DISH network</td>
</tr>
<tr>
<td>o</td>
<td>82,289</td>
<td>93,000</td>
<td>10,711</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other Supplies and Materials - increase based on actual expense history for mattresses, indigent kits, linens, etc.</td>
</tr>
<tr>
<td>o</td>
<td>127,500</td>
<td>47,500</td>
<td>(80,000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Equipment: - decreased due to funds provided in FY 13 for one-time purchase of kitchen generator @ $80,000</td>
</tr>
<tr>
<td></td>
<td>4,000</td>
<td></td>
<td>Other Office Equipment - Computer equipment for law library</td>
</tr>
<tr>
<td></td>
<td>8,000</td>
<td></td>
<td>Food Heating Cart</td>
</tr>
<tr>
<td></td>
<td>9,500</td>
<td></td>
<td>Work Stations - furniture for inmate classrooms</td>
</tr>
<tr>
<td></td>
<td>26,000</td>
<td></td>
<td>Other Furniture &amp; Fixtures - exercise equipment</td>
</tr>
<tr>
<td></td>
<td>47,500</td>
<td></td>
<td></td>
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</tbody>
</table>
DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE
DIVISION: INMATE WELFARE FUND

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>GRADE</th>
<th>FY 12 POSITIONS</th>
<th>SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEMPORARY SALARIES</td>
<td></td>
<td>104,420</td>
<td></td>
<td>116,534</td>
<td></td>
<td>132,626</td>
<td></td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td></td>
<td>104,420</td>
<td></td>
<td>116,534</td>
<td></td>
<td>132,626</td>
<td></td>
</tr>
<tr>
<td>OTHER PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension</td>
<td></td>
<td>12,787</td>
<td></td>
<td>10,488</td>
<td></td>
<td>14,152</td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td></td>
<td>7,958</td>
<td></td>
<td>8,915</td>
<td></td>
<td>11,802</td>
<td></td>
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<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
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<td>20,745</td>
<td></td>
<td>19,403</td>
<td></td>
<td>25,954</td>
<td></td>
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<tr>
<td>TOTAL 27TH PAY COST</td>
<td></td>
<td>4,814</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td></td>
<td>129,979</td>
<td></td>
<td>135,937</td>
<td></td>
<td>158,580</td>
<td></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>4,318,998</td>
<td>4,602,224</td>
<td>4,534,222</td>
<td>4,751,925</td>
<td>4,751,925</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>18,325</td>
<td>12,532</td>
<td>22,980</td>
<td>54,970</td>
<td>54,970</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>28,830</td>
<td>26,114</td>
<td>44,622</td>
<td>45,387</td>
<td>45,387</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>249,281</td>
<td>275,152</td>
<td>285,350</td>
<td>285,850</td>
<td>285,850</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>10,842</td>
<td>25,350</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>303,109</td>
<td>306,743</td>
<td>307,277</td>
<td>315,397</td>
<td>315,397</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>4,929,385</strong></td>
<td><strong>5,248,115</strong></td>
<td><strong>5,194,451</strong></td>
<td><strong>5,453,529</strong></td>
<td><strong>5,453,529</strong></td>
</tr>
</tbody>
</table>

### FUNDING SOURCE:

| 11 GENERAL           | **4,929,385** | **5,248,115** | **5,194,451** | **5,453,529** | **5,453,529** |
**DEPARTMENT: SHERIFF'S OFFICE**  
**DIVISION: Court Services**  
**INDEX: 213000**

**FINANCIAL NOTES:**

The $259,078 net increase in funding for Sheriff's Office - Court Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>151,494</td>
<td>151,494</td>
<td>FY 13 COLA of 4%</td>
</tr>
<tr>
<td>2,162,285</td>
<td>2,097,473</td>
<td>(64,812) Full-time Salaries</td>
</tr>
<tr>
<td>(45,408) Offset - lump sum funds provided</td>
<td>34,530 Time in Grade/Promotions</td>
<td></td>
</tr>
<tr>
<td>(53,934) Staff Turnover</td>
<td>(2.5%)</td>
<td></td>
</tr>
<tr>
<td>(64,812)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>77,331</td>
<td>77,331</td>
<td>The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.00</td>
<td>313,248</td>
<td>200,402</td>
<td>513,650</td>
</tr>
<tr>
<td>(4.00)</td>
<td>(270,109)</td>
<td>(166,210)</td>
<td>(436,319)</td>
</tr>
<tr>
<td>1.00</td>
<td>43,139</td>
<td>34,192</td>
<td>77,331</td>
</tr>
<tr>
<td>652,253</td>
<td>668,737</td>
<td>16,484</td>
<td>Temporary Salaries-increased based on actual expense history for Security Clerks</td>
</tr>
<tr>
<td>417,784</td>
<td>424,116</td>
<td>6,332</td>
<td>An anticipated 12% increase in Health Benefits costs plus staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>654,613</td>
<td>675,706</td>
<td>21,093</td>
<td>Pension/Retirement/LEOPS rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>54,711</td>
<td>53,651</td>
<td>(1,060)</td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>237,236</td>
<td>237,777</td>
<td>541</td>
<td>FICA adjusted for personnel/salary changes</td>
</tr>
<tr>
<td>270,000</td>
<td>280,000</td>
<td>10,000</td>
<td>Overtime increase based on actual expense history</td>
</tr>
<tr>
<td>500</td>
<td>31,820</td>
<td>31,320</td>
<td>Other Professional Services - additional funds provided for CJIS (Criminal Justice Information Services)</td>
</tr>
</tbody>
</table>

Fingerprint fees new FY 13 mandate @ $31,320. The remaining $500 provides for locksmith fees.
## FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 FY 14 Change</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>341 Office Equipment Service</td>
<td>341</td>
<td>1,354</td>
<td>1,013</td>
</tr>
<tr>
<td>710 Duplicating Machine Supplies</td>
<td>710</td>
<td>1,600</td>
<td>890</td>
</tr>
<tr>
<td>7,000 General Office Mailing</td>
<td>7,000</td>
<td>9,905</td>
<td>2,905</td>
</tr>
<tr>
<td>8,520 Safety Equipment</td>
<td>8,520</td>
<td>5,490</td>
<td>(3,030)</td>
</tr>
<tr>
<td>500 Lodging</td>
<td>500</td>
<td>1,000</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td>17,071</td>
<td>19,349</td>
<td>2,278</td>
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- Line items significantly adjusted, based on actual expense history:

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<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>Bose Grant Match</td>
<td>263,049</td>
<td>270,357</td>
<td>7,308</td>
</tr>
<tr>
<td>Management Fee</td>
<td>29,228</td>
<td>30,040</td>
<td>812</td>
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<tr>
<td>Domestic Violence</td>
<td>15,000</td>
<td>15,000</td>
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<tr>
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<td>307,277</td>
<td>315,397</td>
<td>8,120</td>
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<td>POSITION TITLE</td>
<td>GRADE</td>
<td>ENACTED FY 12</td>
<td>ENACTED FY 13</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Captain</td>
<td>L-07</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>92,186</td>
<td>92,186</td>
</tr>
<tr>
<td>Lieutenant</td>
<td>L-06</td>
<td>1.00</td>
<td>1.00</td>
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<tr>
<td></td>
<td></td>
<td>91,624</td>
<td>86,341</td>
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<tr>
<td>Sergeant</td>
<td>L-05</td>
<td>5.00</td>
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<tr>
<td></td>
<td></td>
<td>434,720</td>
<td>434,720</td>
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<tr>
<td>Corporal</td>
<td>L-04</td>
<td>6.00</td>
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<tr>
<td></td>
<td></td>
<td>455,791</td>
<td>455,791</td>
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<tr>
<td>Sr. Deputy First Class</td>
<td>L-03S</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Deputy First Class</td>
<td>L-03</td>
<td>20.00</td>
<td>21.00</td>
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<tr>
<td></td>
<td></td>
<td>1,241,133</td>
<td>1,268,151</td>
</tr>
<tr>
<td>Deputy</td>
<td>L-02</td>
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<td>0.00</td>
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<tr>
<td></td>
<td></td>
<td>57,429</td>
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<tr>
<td>Law Enforcement Analyst</td>
<td>A-08</td>
<td>1.00</td>
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<tr>
<td></td>
<td></td>
<td>48,880</td>
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<td>Law Enforcement Records Technician II</td>
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<td></td>
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<td>182,978</td>
<td>179,900</td>
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**FULL-TIME SALARIES**

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<th>38.00</th>
<th>39.00</th>
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<tr>
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<td></td>
<td>2,604,741</td>
<td>2,517,089</td>
<td>2,639,124</td>
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**SALARY OFFSET**

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<th>-400,212</th>
<th>-412,860</th>
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**SALARY ADJUSTMENTS**

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**TOTAL FULL-TIME SALARIES**

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<th></th>
<th></th>
<th>39.00</th>
<th>38.00</th>
<th>39.00</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>2,155,649</td>
<td>2,162,285</td>
<td>2,226,264</td>
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**TEMPORARY SALARIES**

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<tr>
<th></th>
<th></th>
<th>596,846</th>
<th>652,253</th>
<th>695,486</th>
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</table>

**SALARY TOTAL**

<table>
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<tr>
<th></th>
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<th>39.00</th>
<th>38.00</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>2,752,495</td>
<td>2,814,538</td>
<td>2,921,750</td>
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</table>
### Division Staff Summary

**Department:** SHERIFF’S OFFICE  
**Division:** COURT SERVICES  
**Index No.:** 213000

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Grade</th>
<th>Positions FY 12</th>
<th>Salaries FY 12</th>
<th>Positions FY 13</th>
<th>Salaries FY 13</th>
<th>Positions FY 14</th>
<th>Salaries FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Personal Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td></td>
<td>785,128</td>
<td>654,613</td>
<td>728,634</td>
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<tr>
<td>Workers’ Compensation</td>
<td></td>
<td>48,227</td>
<td>54,711</td>
<td>57,353</td>
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<tr>
<td>Health Benefits</td>
<td></td>
<td>386,924</td>
<td>417,784</td>
<td>428,232</td>
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<td></td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td></td>
<td>332,000</td>
<td>332,000</td>
<td>342,000</td>
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<td></td>
<td></td>
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<tr>
<td>FICA</td>
<td></td>
<td>235,963</td>
<td>237,236</td>
<td>249,676</td>
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<tr>
<td>Miscellaneous</td>
<td></td>
<td>22,740</td>
<td>23,340</td>
<td>24,280</td>
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<td></td>
</tr>
<tr>
<td><strong>Total Other Personal Services</strong></td>
<td></td>
<td>1,810,982</td>
<td>1,719,684</td>
<td>1,830,175</td>
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</tbody>
</table>

| **Total 27th Pay Cost**        |       | 147,524        | 0              | 0              |                |                |                |
| **Total Personal Services**    |       | 39.00          | 4,711,001      | 38.00          | 4,534,222      | 39.00          | 4,751,925      |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

**A** - Ten (10) Deputy First Class positions were promoted to Sr. Deputy First Class; and one (1) Sr. Deputy First Class transferred into Courts from another division with the Sheriff’s Office

**B** - Ten (10) Deputy First Class positions were promoted to Sr. Deputy First Class; one (1) vacant Deputy First Class reclassified to Deputy; and one (1) Deputy First Class position transferred out of Courts to another division within the Sheriff’s Office

**C** - One (1) vacant Deputy First Class reclassified to Deputy; and one (1) vacant Corporal reclassified to Deputy

**D** - Salary offset for seven (7) positions offset by BOSE (Cooperative Reimbursement) grant in the amount of $412,860
The Sheriff's Office anticipates receiving Federal and State grant monies to purchase much needed equipment as well as provide for human service programs.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Enforcement Administration Cooperative Reimbursement Agreement</td>
<td>This grant provides funding for 7 positions in the Sheriff's Office who concentrate their efforts specifically in the service of summonses, warrants, &amp; writs of paternity, AFDC and non-AFDC child support cases and the data entry and tracking of each. This grant funds basic Unit operating costs, advertising in newspapers of the deadbeat parents &amp; training for Unit members.</td>
<td>$494,772 $300,397</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Harford County Sheriff Enforcement</td>
<td>This grant provides funding for patrol officers to work overtime to proactively seek out impaired motor vehicle operators. Overtime funds will be used to conduct aggressive driver saturation patrols and sobriety checkpoints.</td>
<td>$56,500</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Vehicle Theft Prevention Council</td>
<td>These grant funds will enable agency members to conduct proactive auto theft details through the fiscal year and allow the purchase of additional equipment to enhance the existing bait car program, increase officer safety and improve the technological capabilities of the Unit.</td>
<td>$15,800</td>
<td>7/1/2013 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>STOP Gun Violence Reduction Grant - Cease Fire Council</td>
<td>This grant provides funding for the salary and partial benefits for one additional year for the deputy that was hired to fill the opening created when a senior deputy was assigned to the Violent Street Crimes Unit.</td>
<td>$59,726</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Teen Court Program</td>
<td>This funding pays for an independent contractor to fill the position of Teen Court Coordinator and to purchase basic operating supplies for the Program.</td>
<td>$12,000</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>STOP Violence Against Women Act</td>
<td>This grant will supply overtime funding needed for the deputies to handle the required follow-up contacts, to investigate reported cases, to provide the victim with the services and protection needed, to prepare their cases for trial and to serve protective orders.</td>
<td>$15,000 $15,000</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>School Bus Safety Enforcement</td>
<td>This grant provides overtime monies which allows the Sheriff's office to fund a School Bus Safety Program. This program affords deputies the opportunity to ride on school buses in order to target and cite drivers who illegally pass these school vehicles and enforce traffic laws.</td>
<td>$20,000</td>
<td>8/1/13 - 6/30/14</td>
<td>One-time</td>
</tr>
<tr>
<td>Sex Offender &amp; Compliance Enforcement in Maryland</td>
<td>This grant will allow funding for a part-time civilian position to conduct verifications and overtime for existing Sheriff's Office personnel who will assist in the compliance and verification of sex offenders registered with the Harford County Sheriff's Office Sex Offender Registration Program as mandated by Maryland law.</td>
<td>$34,000</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Maryland Safe Streets Initiative</td>
<td>This grant provides funding to hire a dedicated Program Coordinator to conduct details to apprehend individuals designated as violent offenders and for an existing Prosecutor and Crime Analyst.</td>
<td>$276,641</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td>$509,772 $474,667 $315,397</td>
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<td></td>
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<tr>
<td><strong>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</strong></td>
<td></td>
<td>$984,439</td>
<td>2 7</td>
<td></td>
</tr>
</tbody>
</table>
(THIS PAGE IS LEFT BLANK INTENTIONALLY)
DEPARTMENT OF EMERGENCY SERVICES

- County Executive
- Director of Administration
  - Director of Emergency Services
    - Volunteer Fire Companies
    - Administration
    - Emergency Communications Center
    - Special Operations and Technical Services
    - Hazmat Response Team
    - Tactical Response Team
ORIGIN/PURPOSE:

The Department of Emergency Services 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.

Additionally, The Department of Emergency Services is responsible for response to hazardous materials incidents in the County and maintaining a fully equipped and operational HazMat Team.

MISSION STATEMENT:

TO PROVIDE TIMELY, PROFESSIONAL, AND COMPASSIONATE EMERGENCY AND SUPPORT SERVICES FOR BOTH CITIZENS AND PUBLIC SAFETY PROVIDERS - ALL DAY, EVERY DAY IN AN EFFICIENT AND EFFECTIVE MANNER

FY '13 - '14 KEY GOALS:

1. TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING, AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS THAT WILL REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING
2. TO EDUCATE HARFORD COUNTY CITIZENS ON THE PROPER USE OF EMERGENCY 911
3. TO PROVIDE AN EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES
4. TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS
5. TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE
6. TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES
7. TO OFFER EFFECTIVE TECHNICAL RESCUE RESPONSE SERVICES
### DEPARTMENT OF EMERGENCY SERVICES

### ALL FUND SUMMARY:

#### SUMMARY BY CHARACTER:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>6,312,498</td>
<td>7,443,237</td>
<td>6,818,747</td>
<td>7,497,832</td>
<td>7,497,832</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>2,832,001</td>
<td>6,043,785</td>
<td>6,199,325</td>
<td>6,079,913</td>
<td>6,079,913</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>87,938</td>
<td>244,146</td>
<td>79,400</td>
<td>104,300</td>
<td>104,300</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>51,453</td>
<td>244,588</td>
<td>57,450</td>
<td>68,975</td>
<td>68,975</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>59,088</td>
<td>18,927</td>
<td>3,000</td>
<td>110,000</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>8,808,112</td>
<td>6,540,312</td>
<td>6,567,879</td>
<td>6,457,256</td>
<td>6,407,256</td>
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<tr>
<td>80 INTER-GOVERNMENTAL</td>
<td>26,460</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>18,177,550</strong></td>
<td><strong>20,534,995</strong></td>
<td><strong>19,725,801</strong></td>
<td><strong>20,318,276</strong></td>
<td><strong>20,158,276</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>18,177,550</td>
<td>19,528,551</td>
<td>19,725,801</td>
<td>20,318,276</td>
<td>20,158,276</td>
</tr>
<tr>
<td>25 HIGHWAYS</td>
<td>0</td>
<td>847,269</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51 WATER &amp; SEWER OPERATING</td>
<td>0</td>
<td>159,175</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>18,177,550</strong></td>
<td><strong>20,534,995</strong></td>
<td><strong>19,725,801</strong></td>
<td><strong>20,318,276</strong></td>
<td><strong>20,158,276</strong></td>
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</table>

#### SUMMARY BY DIVISION:

**GENERAL FUND**

<table>
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<tr>
<th>Division</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>221000 ADMINISTRATION</td>
<td>887,048</td>
<td>3,524,709</td>
<td>3,919,113</td>
<td>4,227,874</td>
<td>4,227,874</td>
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<tr>
<td>222100 EMERGENCY COMMUNICATIONS CENTER</td>
<td>5,471,423</td>
<td>5,759,193</td>
<td>5,628,475</td>
<td>6,040,552</td>
<td>6,040,552</td>
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<tr>
<td>222200 SPECIAL OPERATIONS &amp; SUPPORT SERVICES</td>
<td>2,594,510</td>
<td>2,871,984</td>
<td>3,066,284</td>
<td>2,752,619</td>
<td>2,752,619</td>
</tr>
<tr>
<td>223000 VOLUNTEER FIRE COMPANIES</td>
<td>8,932,060</td>
<td>6,787,361</td>
<td>6,809,642</td>
<td>6,774,642</td>
<td>6,724,642</td>
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<tr>
<td>225000 HAZMAT RESPONSE TEAM</td>
<td>292,509</td>
<td>312,112</td>
<td>302,287</td>
<td>372,219</td>
<td>372,219</td>
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<tr>
<td>226000 RESCUE SUPPORT</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>150,370</td>
<td>40,370</td>
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<tr>
<td>229000 NATIONAL DISASTERS</td>
<td>0</td>
<td>273,192</td>
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**HIGHWAYS FUND**

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<tr>
<th>Division</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>229025 NATURAL DISASTERS</td>
<td>0</td>
<td>847,269</td>
<td>0</td>
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**WATER & SEWER FUND**

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<tr>
<th>Division</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>229051 NATURAL DISASTERS</td>
<td>0</td>
<td>159,175</td>
<td>0</td>
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</table>

**GRAND TOTAL**

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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GrAND TOTAL</strong></td>
<td><strong>18,177,550</strong></td>
<td><strong>20,534,995</strong></td>
<td><strong>19,725,801</strong></td>
<td><strong>20,318,276</strong></td>
<td><strong>20,158,276</strong></td>
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</table>

**SUMMARY OF GRANT BUDGETS**

<p>| | | | | | |</p>
<table>
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<tr>
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<tbody>
<tr>
<td><strong>122,614</strong></td>
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</table>
The $432,475 net increase in funding for Emergency Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>4,317,052</td>
<td>4,265,849</td>
<td>(51,203) Full-Time Salaries</td>
</tr>
<tr>
<td>73,023</td>
<td>74,849</td>
<td>Staff Turnover 1.73%</td>
</tr>
<tr>
<td>(49,377)</td>
<td>Offset - Emergency Performance Grant and Funding from Exelon</td>
<td></td>
</tr>
<tr>
<td>144,600</td>
<td>232,100</td>
<td>87,500 Temporary Salaries - increased funds provided for an additional 6 part time Hazmat Technicians to re-establish 30 man crew as well as funding for Tactical Response Team Technicians</td>
</tr>
<tr>
<td>172,390</td>
<td>172,390</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>77,583</td>
<td>77,583</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>365,032</td>
<td>365,032</td>
<td>Full Time Positions created:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>1.00</td>
<td>66,995</td>
<td>29,173</td>
<td>96,168 Administration - Administrative Secretary III</td>
</tr>
<tr>
<td>1.00</td>
<td>78,330</td>
<td>33,550</td>
<td>111,880 Administration - Management Assistant II from vacant Licensing Clerk position in DILP</td>
</tr>
<tr>
<td>1.00</td>
<td>52,000</td>
<td>26,492</td>
<td>78,492 Special Operations - Electronics Services Technician</td>
</tr>
<tr>
<td>1.00</td>
<td>52,000</td>
<td>26,492</td>
<td>78,492 Special Operations - Emergency Planner I</td>
</tr>
<tr>
<td>4.00</td>
<td>249,325</td>
<td>115,707</td>
<td>365,032</td>
</tr>
<tr>
<td>(140,788)</td>
<td>(40,966)</td>
<td>(13,120)</td>
<td>(54,086) Two Computer System Engineer I</td>
</tr>
<tr>
<td>(140,788)</td>
<td>(58,965)</td>
<td>(27,737)</td>
<td>(86,702)</td>
</tr>
<tr>
<td>(550)</td>
<td>(40,857)</td>
<td>(140,788)</td>
<td></td>
</tr>
<tr>
<td>1,010,935</td>
<td>1,085,632</td>
<td>74,697 Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td></td>
</tr>
<tr>
<td>395,193</td>
<td>438,510</td>
<td>43,317 Pension/Retirement rate adjustments per Treasury's estimates</td>
<td></td>
</tr>
<tr>
<td>438,000</td>
<td>453,000</td>
<td>15,000 Overtime - increase based on expense history</td>
<td></td>
</tr>
<tr>
<td>16,117</td>
<td>43,828</td>
<td>27,711 Workers' Compensation rate adjustments per Treasury's estimates</td>
<td></td>
</tr>
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</table>
DEPARTMENT OF EMERGENCY SERVICES

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o 92,700</td>
<td>93,700</td>
<td>1,000</td>
<td>Shift Differential - increase based on actual expense history</td>
</tr>
<tr>
<td>o 391,270</td>
<td>398,116</td>
<td>6,846</td>
<td>FICA adjustments</td>
</tr>
<tr>
<td>o 409,917</td>
<td>365,710</td>
<td>(44,207)</td>
<td>(44,207) Telephone Service - based on actuals:</td>
</tr>
<tr>
<td></td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td>Administration</td>
<td>9,650</td>
<td>1,500</td>
<td>(8,150)</td>
</tr>
<tr>
<td>Communications Center</td>
<td>240,000</td>
<td>230,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>Originating Agency Identifier</td>
<td>5,460</td>
<td>5,460</td>
<td>0</td>
</tr>
<tr>
<td>Verizon OC3 (Sonet Ring) Costs</td>
<td>94,257</td>
<td>65,000</td>
<td>(29,257)</td>
</tr>
<tr>
<td>Verizon T3 ISP</td>
<td>42,000</td>
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<tr>
<td>Verizon Business Monthly Fee</td>
<td>9,800</td>
<td>13,000</td>
<td>3,200</td>
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<td>Verizon Business Monthly Fee</td>
<td>8,750</td>
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<td>Hazmat Response</td>
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<tr>
<td></td>
<td>409,917</td>
<td>365,710</td>
<td>(44,207)</td>
</tr>
<tr>
<td>o 1,766,872</td>
<td>1,971,372</td>
<td>204,500</td>
<td>Communication Service - based on actual expenses and expected cost of contracts:</td>
</tr>
<tr>
<td></td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td>Nice Freedom Logging Recorder</td>
<td>38,000</td>
<td>55,000</td>
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<tr>
<td>Motorola Contract</td>
<td>1,471,772</td>
<td>1,471,772</td>
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<td>Pager Repair</td>
<td>21,600</td>
<td>21,600</td>
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<td>Auxiliary power for tower sites and other emergency equipment</td>
<td>40,000</td>
<td>120,000</td>
<td>80,000</td>
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<tr>
<td>Verizon VSSI PBX</td>
<td>15,500</td>
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<tr>
<td>Subscriber Radio Maintenance</td>
<td>150,000</td>
<td>200,000</td>
<td>50,000</td>
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<tr>
<td>Radio repairs not covered under contract</td>
<td>30,000</td>
<td>0</td>
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<td>Mass phone calling system - no longer covered by grants</td>
<td>0</td>
<td>87,500</td>
<td>87,500</td>
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<td></td>
<td>1,766,872</td>
<td>1,971,372</td>
<td>204,500</td>
</tr>
<tr>
<td>o 47,100</td>
<td>0</td>
<td>(47,100)</td>
<td>(47,100) Data Processing Hardware Maintenance - funding transferred to Information &amp; Communication Technology (ICT) for better accountability for UPS contract, Cisco Routers &amp; Chart camera maintenance</td>
</tr>
<tr>
<td>o 339,605</td>
<td>0</td>
<td>(339,605)</td>
<td>(339,605) Data Processing Software Maintenance - funding transferred to Information &amp; Communication Technology (ICT) for better accountability. This covers the following items EPD AQUA warranty, Pro QA software maintenance, McAfee virus subscription, Gold Fluke system, ESRI GIS software maintenance, Dish Satellite, Interact (CAD) maintenance, Scriptlogic software maintenance and Pictometry license.</td>
</tr>
</tbody>
</table>
### Department of Emergency Services

#### Financial Notes:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>76,899</td>
<td>32,315</td>
<td>(44,584)</td>
<td>Building / Custodial Services:</td>
</tr>
<tr>
<td>30,146</td>
<td>0</td>
<td>(30,146)</td>
<td>HVAC Maintenance - expense moved under Operating Equipment</td>
</tr>
<tr>
<td>25,015</td>
<td>24,715</td>
<td>(300)</td>
<td>Janitorial Services</td>
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<tr>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
<td>Medical Waste disposal fees</td>
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<tr>
<td>1,700</td>
<td>2,000</td>
<td>300</td>
<td>Cintas Shredding</td>
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<tr>
<td>14,438</td>
<td>0</td>
<td>(14,438)</td>
<td>Generator Maintenance - expense moved under Operating Equipment</td>
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<tr>
<td>600</td>
<td>600</td>
<td>0</td>
<td>Exterminator</td>
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<tr>
<td><strong>76,899</strong></td>
<td><strong>32,315</strong></td>
<td><strong>(44,584)</strong></td>
<td></td>
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<tr>
<td>18,261</td>
<td>69,845</td>
<td>51,584</td>
<td>Operating Equipment:</td>
</tr>
<tr>
<td>10,000</td>
<td>29,438</td>
<td>19,438</td>
<td>Generator and Tower Repairs - Special Operations moved from Building/Custodial Services</td>
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<tr>
<td>0</td>
<td>30,146</td>
<td>30,146</td>
<td>HVAC Maint/Repairs - moved from Building/Custodial Services</td>
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<tr>
<td>0</td>
<td>2,000</td>
<td>2,000</td>
<td>Vehicle Striping/Maintenance - new for FY 14</td>
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<tr>
<td>1,280</td>
<td>1,280</td>
<td>0</td>
<td>SCBA Maintenance</td>
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<tr>
<td>6,981</td>
<td>6,981</td>
<td>0</td>
<td>Other Hazmat Equipment - SCBA Compressor Maintenance</td>
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<tr>
<td><strong>18,261</strong></td>
<td><strong>69,845</strong></td>
<td><strong>51,584</strong></td>
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<tr>
<td>5,000</td>
<td>7,725</td>
<td>2,725</td>
<td>Training Seminars, Courses - increase based on actual expense history and lack of grant funding:</td>
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<tr>
<td>11,400</td>
<td>31,800</td>
<td>20,400</td>
<td>Other Supplies &amp; Materials - increase based on actual expense history and funding reallocated from other line items:</td>
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<tr>
<td>1,200</td>
<td>2,500</td>
<td>1,300</td>
<td>Administration Supplies</td>
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<tr>
<td>0</td>
<td>10,000</td>
<td>10,000</td>
<td>Special Operations &amp; Technical Support</td>
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<tr>
<td>1,700</td>
<td>7,800</td>
<td>6,100</td>
<td>Hazmat Response Team</td>
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<td>600</td>
<td>600</td>
<td>0</td>
<td>Bar Code Supplies</td>
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<tr>
<td>600</td>
<td>600</td>
<td>0</td>
<td>Maps</td>
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<tr>
<td>3,253</td>
<td>3,253</td>
<td>0</td>
<td>Cardsets and training academy supplies</td>
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<td>1,000</td>
<td>1,000</td>
<td>0</td>
<td>Education materials</td>
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<tr>
<td>500</td>
<td>500</td>
<td>0</td>
<td>Headsets for new dispatchers</td>
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<td>2,000</td>
<td>2,000</td>
<td>0</td>
<td>Training Academy</td>
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<td>547</td>
<td>547</td>
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<td>Job Fair Supplies - for dispatcher recruiting</td>
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<td>0</td>
<td>1,000</td>
<td>1,000</td>
<td>Transferred in from Office Supplies</td>
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<td>0</td>
<td>1,000</td>
<td>1,000</td>
<td>Transferred in from Equipment Repair</td>
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<tr>
<td>0</td>
<td>1,000</td>
<td>1,000</td>
<td>Transferred in from Medical Supplies</td>
</tr>
<tr>
<td><strong>11,400</strong></td>
<td><strong>31,800</strong></td>
<td><strong>20,400</strong></td>
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DEPARTMENT OF EMERGENCY SERVICES

FINANCIAL NOTES:

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<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Other Professional Services - increase due to loss of grant funding</td>
<td>23,670</td>
<td>44,670</td>
<td>21,000</td>
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<tr>
<td>Safety Equipment - increase due to the additional Turnout Gear needed for new</td>
<td>35,000</td>
<td>47,000</td>
<td>12,000</td>
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<td>Hazmat personnel</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Equipment - Emergency Service Sirens to alert citizens of dangerous conditions</td>
<td>3,000</td>
<td>0</td>
<td>(3,000)</td>
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<tr>
<td>- funds reallocated to Operating Equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to Volunteer Fire Companies</td>
<td>6,114,764</td>
<td>6,114,764</td>
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<tr>
<td>Emergency Medical Services (EMS) Foundation Funding</td>
<td>2,647,814</td>
<td>2,647,814</td>
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<td>Line items significantly adjusted, based on actual expense history:</td>
<td>526,850</td>
<td>531,800</td>
<td>4,950</td>
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<td></td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td>Electricity</td>
<td>205,000</td>
<td>203,500</td>
<td>(1,500)</td>
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<tr>
<td>Heating Fuel (Gas)</td>
<td>4,200</td>
<td>13,000</td>
<td>8,800</td>
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<tr>
<td>Heating Fuel (Oil)</td>
<td>7,500</td>
<td>10,000</td>
<td>2,500</td>
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<td>Emergency Reporting System</td>
<td>245,000</td>
<td>235,000</td>
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<td>Grounds Maintenance</td>
<td>1,000</td>
<td>5,000</td>
<td>4,000</td>
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<tr>
<td>General Office Supplies</td>
<td>9,500</td>
<td>6,500</td>
<td>(3,000)</td>
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<td>Printing-Commercial</td>
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<td>2,000</td>
<td>1,200</td>
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<tr>
<td>Paper Supplies</td>
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<tr>
<td>Uniforms-Purchase - for dress uniforms</td>
<td>0</td>
<td>3,000</td>
<td>3,000</td>
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<tr>
<td>Equipment Repair Parts - moved to Other Supplies &amp; Materials</td>
<td>3,700</td>
<td>0</td>
<td>(3,700)</td>
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<tr>
<td>Small Tools - moved to Other Supplies &amp; Materials</td>
<td>2,000</td>
<td>0</td>
<td>(2,000)</td>
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<tr>
<td>Medical Supplies - moved to Other Supplies and Materials</td>
<td>1,000</td>
<td>0</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Sand, Salt &amp; Other Bulk De-Icers - moved to Other Supplies and Materials</td>
<td>1,000</td>
<td>0</td>
<td>(1,000)</td>
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<tr>
<td>County Owned Vehicles</td>
<td>26,350</td>
<td>24,350</td>
<td>(2,000)</td>
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<td>Fuel Charges</td>
<td>17,300</td>
<td>24,000</td>
<td>6,700</td>
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<tr>
<td>Non-Targeted Charges-FVS</td>
<td>1,500</td>
<td>4,700</td>
<td>3,200</td>
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<tr>
<td>Lodging - no longer covered by grants</td>
<td>0</td>
<td>750</td>
<td>750</td>
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<tr>
<td></td>
<td>526,850</td>
<td>531,800</td>
<td>4,950</td>
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<tr>
<td>County Match Transfer Out - decrease for Emergency Management Performance Grant</td>
<td>123,237</td>
<td>122,614</td>
<td>(623)</td>
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<tr>
<td>(EMPG) Match</td>
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<td></td>
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<tr>
<td>Other Insurance - Worker's Compensation for Volunteer Fire Companies based on</td>
<td>375,000</td>
<td>450,000</td>
<td>75,000</td>
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<tr>
<td>actuals</td>
<td></td>
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<tr>
<td>Grant - Shock Trauma Capital Campaign Contribution ended in FY 13</td>
<td>50,000</td>
<td>0</td>
<td>(50,000)</td>
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<tr>
<td>Volunteer Fire Company Support Services - Tactical Response Team Funding</td>
<td>269,878</td>
<td>159,878</td>
<td>(110,000)</td>
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<tr>
<td>transferred out to new Tactical Response Team Division</td>
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<td></td>
<td></td>
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<tr>
<td>under Department of Emergency Services</td>
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</table>
# Department Staff Summary

## Department: Emergency Services

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
<td>54,703</td>
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<td>Administrative Budget Technician II</td>
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<td>62,004</td>
<td>1.00</td>
<td>62,004</td>
<td>1.00</td>
<td>64,485</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>66,995</td>
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<td>Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>105,000</td>
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<td>0</td>
</tr>
<tr>
<td>Computer System Engineer I</td>
<td>2.00</td>
<td>97,663</td>
<td>2.00</td>
<td>97,663</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Computer System Engineer IV</td>
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<td>70,314</td>
<td>1.00</td>
<td>70,314</td>
<td>1.00</td>
<td>73,127</td>
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<td>Deputy Director of Emergency Services</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>115,000</td>
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<tr>
<td>Deputy Manager, Emergency Operations</td>
<td>2.00</td>
<td>164,766</td>
<td>1.00</td>
<td>86,766</td>
<td>0.00</td>
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<tr>
<td>Director of Emergency Services</td>
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<td>Electronic Services Technician</td>
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<td>101,813</td>
<td>2.00</td>
<td>101,813</td>
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<td>1.00</td>
<td>50,000</td>
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<td>156,000</td>
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<td>Emergency Planner II</td>
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<td>70,306</td>
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<td>73,118</td>
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<td>Grants Coordinator</td>
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<td>68,700</td>
<td>1.00</td>
<td>65,436</td>
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<td>68,054</td>
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<td>Management Assistant I</td>
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<td>0.00</td>
<td>0</td>
<td>1.00</td>
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<td>1.00</td>
<td>78,330</td>
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<td>Manager, Emergency Services</td>
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<td>105,000</td>
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<td>105,000</td>
<td>0.00</td>
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<td>Public Safety Dispatcher, Probationary</td>
<td>11.00</td>
<td>276,655</td>
<td>7.00</td>
<td>211,400</td>
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<td>4.00</td>
<td>132,400</td>
<td>6.00</td>
<td>198,600</td>
<td>5.00</td>
<td>168,148</td>
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<td>Public Safety Dispatcher II</td>
<td>11.00</td>
<td>410,300</td>
<td>13.00</td>
<td>484,900</td>
<td>4.00</td>
<td>155,168</td>
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<td>Public Safety Dispatcher III</td>
<td>33.00</td>
<td>1,484,597</td>
<td>33.00</td>
<td>1,487,822</td>
<td>44.00</td>
<td>1,988,809</td>
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<td>48,316</td>
<td>1.00</td>
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<td>3.00</td>
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<td>637,173</td>
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## Full-Time Salaries

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<th>FY 13 Positional Salaries</th>
<th>FY 14 Positional Salaries</th>
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<tbody>
<tr>
<td></td>
<td>4,216,530</td>
<td>4,439,342</td>
<td>4,732,430</td>
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## Salary Offset

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<th>FY 13 Positional Offset</th>
<th>FY 14 Positional Offset</th>
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<tbody>
<tr>
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<td>(122,290)</td>
<td>(171,667)</td>
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## Total Full-Time Salaries

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<tr>
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<th>FY 12 Positional Salaries</th>
<th>FY 13 Positional Salaries</th>
<th>FY 14 Positional Salaries</th>
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<tbody>
<tr>
<td></td>
<td>4,216,530</td>
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<td>4,560,763</td>
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## Temporary Salaries

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## Salary Total

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## DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** EMERGENCY SERVICES

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<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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<tbody>
<tr>
<td>Workers' Compensation</td>
<td>FY 12: 33,189 FY 13: 16,117 FY 14: 45,551</td>
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<tr>
<td>Health Benefits</td>
<td>FY 12: 934,311 FY 13: 1,010,935 FY 14: 1,133,080</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>FY 12: 509,850 FY 13: 530,700 FY 14: 546,700</td>
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<tr>
<td>PEHP</td>
<td>FY 12: 77,583</td>
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<tr>
<td>Miscellaneous</td>
<td>FY 12: 12,320 FY 13: 12,880 FY 14: 13,160</td>
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**OTHER PERSONAL SERVICES**

<table>
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<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
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<tr>
<td>Workers' Compensation</td>
<td>FY 12: 33,189 FY 13: 16,117 FY 14: 45,551</td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>FY 12: 934,311 FY 13: 1,010,935 FY 14: 1,133,080</td>
<td></td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>FY 12: 509,850 FY 13: 530,700 FY 14: 546,700</td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>FY 12: 77,583</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>FY 12: 12,320 FY 13: 12,880 FY 14: 13,160</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2,405,837</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>2,357,095</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2,704,969</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th>FY</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>205,570</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>90,00</td>
<td>6,972,537</td>
</tr>
<tr>
<td>2013</td>
<td>92,00</td>
<td>6,818,747</td>
</tr>
<tr>
<td>2014</td>
<td>94,00</td>
<td>7,497,832</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
The Administration of the Department of Emergency Operations oversees the County's Emergency Communications Center including County Public Safety Answering Point (PSAP), the Hazardous Material Response Team, and Emergency Management and Division Support Services. Responsibilities include the overall direction and administration of all Emergency Operations activities/programs.

**FY '13 - '14 GOALS:**

1. **TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING, AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS THAT WILL REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING**
   - To provide essential emergency public information to 100% of county households on an annual basis
   - To conduct a minimum of one public safety exercise per quarter that will include all appropriate governmental and volunteer agencies on an annual basis
   - To maintain public alert and warning systems with a 95% availability, ensuring alternate plans for warnings are always in place

2. **TO EDUCATE HARFORD COUNTY CITIZENS ON THE PROPER USE OF EMERGENCY 911**
   - To increase the number of school age children contacted via public education program

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>291,446</td>
<td>392,465</td>
<td>780,178</td>
<td>1,051,987</td>
<td>1,051,987</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>400,112</td>
<td>2,963,548</td>
<td>2,980,995</td>
<td>3,010,345</td>
<td>3,010,345</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>25,209</td>
<td>30,097</td>
<td>18,600</td>
<td>22,800</td>
<td>22,800</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>16,751</td>
<td>16,309</td>
<td>17,050</td>
<td>21,075</td>
<td>21,075</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>135,770</td>
<td>122,290</td>
<td>122,290</td>
<td>121,667</td>
<td>121,667</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND EXP</td>
<td>17,760</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>887,048</td>
<td>3,524,709</td>
<td>3,919,113</td>
<td>4,227,874</td>
<td>4,227,874</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| 11 GENERAL           | 887,048      | 3,524,709     | 3,919,113             | 4,227,874                | 4,227,874     |
The $308,761 net increase in funding for Emergency Services - Administration is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$533,156</td>
<td>$541,042</td>
<td>$7,886</td>
</tr>
</tbody>
</table>

- **Full-time Salaries**
  - 24,763 Salary adjustments based on the recommendations of the Department of Human Resources
  - (17,500) Staff Turnover (3.28%)
  - 623 Offset - less funding available from the Emergency Management Performance Grant

- 7,886

- 21,090 FY 13 Merit increase of 4% for eligible staff

- 4,564 PEHP (Post Employment Health Plan)

- 208,048 208,048 Position created/abolished in the division of Administration:

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>66,995</td>
<td>29,173</td>
<td>96,168</td>
</tr>
<tr>
<td>1.00</td>
<td>78,330</td>
<td>33,550</td>
<td>111,880</td>
</tr>
<tr>
<td>2.00</td>
<td>145,325</td>
<td>62,723</td>
<td>208,048</td>
</tr>
</tbody>
</table>

- 113,181 118,169 4,988 Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage

- 58,990 66,270 7,280 Pension/Retirement rate adjustments per Treasury's estimates

- 15,000 30,000 15,000 Overtime - increase based on actual expense history

- 1,000 2,000 1,000 Shift Differential - increase based on actual expense history

- 6,225 7,332 1,107 Workers' Compensation rate adjustments per Treasury's estimates

- 51,366 52,212 846 FICA adjustments

- 2,647,814 2,647,814 0 Emergency Medical Services (EMS) Foundation funding
### Financial Notes:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Match/Transfer Out - Emergency Management Performance Grant (EMPG) match; offset Full-Time salaries</td>
<td>122,290</td>
<td>121,667</td>
<td>(623)</td>
</tr>
<tr>
<td>Operating Equipment - increase based on actuals and funding reallocated from other line items for HVAC maintenance, Generator maintenance/repair and vehicle stripping</td>
<td>0</td>
<td>46,584</td>
<td>46,584</td>
</tr>
<tr>
<td>Building/Custodial Services - decrease based on actuals and funding reallocated to other line items:</td>
<td>71,899</td>
<td>27,315</td>
<td>(44,584)</td>
</tr>
<tr>
<td>HVAC Maintenance</td>
<td>30,146</td>
<td>0</td>
<td>(30,146)</td>
</tr>
<tr>
<td>Janitorial Services</td>
<td>25,015</td>
<td>19,715</td>
<td>(5,300)</td>
</tr>
<tr>
<td>Cintas Shredding</td>
<td>1,700</td>
<td>2,000</td>
<td>300</td>
</tr>
<tr>
<td>Generator Maintenance</td>
<td>14,438</td>
<td>0</td>
<td>(14,438)</td>
</tr>
<tr>
<td>Building Repairs</td>
<td>71,899</td>
<td>27,315</td>
<td>(44,584)</td>
</tr>
<tr>
<td>Exterminator</td>
<td>600</td>
<td>0</td>
<td>600</td>
</tr>
<tr>
<td>Other Professional Services - increase due to loss of grant funding which is for training of supervisory level dispatchers</td>
<td>18,920</td>
<td>38,920</td>
<td>20,000</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>36,850</td>
<td>52,175</td>
<td>15,325</td>
</tr>
<tr>
<td>Heating Fuel (Gas)</td>
<td>4,200</td>
<td>13,000</td>
<td>8,800</td>
</tr>
<tr>
<td>Heating Fuel (Oil)</td>
<td>7,500</td>
<td>10,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>9,650</td>
<td>1,500</td>
<td>(8,150)</td>
</tr>
<tr>
<td>Grounds Maintenance</td>
<td>1,000</td>
<td>5,000</td>
<td>4,000</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>5,500</td>
<td>6,500</td>
<td>1,000</td>
</tr>
<tr>
<td>Printing Commercial</td>
<td>800</td>
<td>2,000</td>
<td>1,200</td>
</tr>
<tr>
<td>Paper Supplies</td>
<td>1,000</td>
<td>0</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Uniforms-Purchase - dress uniforms</td>
<td>0</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Sand, Salt &amp; Other De-Icers - moved funds to Other Supplies &amp; Materials</td>
<td>1,000</td>
<td>0</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Other Supplies &amp; Materials</td>
<td>1,200</td>
<td>2,500</td>
<td>1,300</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>4,800</td>
<td>6,000</td>
<td>1,200</td>
</tr>
<tr>
<td>Non-Targeted Charges-FVS</td>
<td>200</td>
<td>1,200</td>
<td>1,000</td>
</tr>
<tr>
<td>Lodging - no longer covered by grants</td>
<td>0</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Training Seminars, Courses - no longer covered by grants</td>
<td>0</td>
<td>725</td>
<td>725</td>
</tr>
</tbody>
</table>
# Division Staff Summary

**Department:** Emergency Services  
**Division:** Administration  
**Index No.:** 221000

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
<td>52,599</td>
<td>1.00</td>
<td>54,703</td>
</tr>
<tr>
<td>Administrative Budget Technician II</td>
<td>1.00</td>
<td>62,004</td>
<td>1.00</td>
<td>62,004</td>
<td>1.00</td>
<td>64,485</td>
</tr>
<tr>
<td>Administrative Secretary III</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>66,995</td>
</tr>
<tr>
<td>Administrator</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>105,000</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Deputy Director of Emergency Services</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>115,000</td>
</tr>
<tr>
<td>Deputy Manager, Emergency Operations</td>
<td>1.00</td>
<td>86,766</td>
<td>1.00</td>
<td>86,766</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Director of Emergency Services</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>127,500</td>
</tr>
<tr>
<td>Emergency Planner I</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>50,000</td>
<td>1.00</td>
<td>52,000</td>
</tr>
<tr>
<td>Emergency Planner II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>70,306</td>
<td>1.00</td>
<td>73,118</td>
</tr>
<tr>
<td>Grants Coordinator</td>
<td>1.00</td>
<td>68,700</td>
<td>1.00</td>
<td>65,436</td>
<td>1.00</td>
<td>68,054</td>
</tr>
<tr>
<td>Management Assistant I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>65,000</td>
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<tr>
<td>Management Assistant II</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>78,330</td>
</tr>
<tr>
<td>Manager, Emergency Services</td>
<td>1.00</td>
<td>105,000</td>
<td>1.00</td>
<td>105,000</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Public Safety Supervisor</td>
<td>1.00</td>
<td>58,335</td>
<td>1.00</td>
<td>58,335</td>
<td>1.00</td>
<td>60,668</td>
</tr>
</tbody>
</table>

**Total Full-Time Salaries:**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions &amp; Salaries</td>
<td>6.00</td>
<td>433,404</td>
<td>9.00</td>
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</tbody>
</table>

**Salary Offset:**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Other Personal Services</td>
<td>0</td>
<td>(122,290)</td>
<td>(121,667)</td>
</tr>
</tbody>
</table>

**Total Other Personal Services:**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions</td>
<td>6.00</td>
<td>433,404</td>
<td>9.00</td>
</tr>
</tbody>
</table>

**Total Personal Services:**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions &amp; Salaries</td>
<td>6.00</td>
<td>630,055 *</td>
<td>9.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Secretary III position created - #3671  
B - One (1) Deputy Manager, Emergency Operations reclassified as a Deputy Director of Emergency Services - #1441  
C - One (1) vacant Manager, Emergency Services reclassified as a Director of Emergency Services - #2095  
D - One (1) vacant Administrator position reclassified as a Management Assistant I - #1270  
E - One (1) Management Assistant II position created from abolished vacant Licensing Clerk in DILP - #3226
ORIGIN/PURPOSE:

The Emergency Communications Center staff answers all emergency fire, ambulance, and police calls. Dispatchers handle requests for fire, ambulance, and law enforcement assistance.

It is the County’s primary answering point for the National Warning System. The staff is responsible for disseminating information to essential officials during a National, State, or Local emergency; provides support services for County volunteer fire and ambulance personnel; and utilizes Emergency Medical Dispatch, Emergency Fire Dispatch, Emergency Police Dispatch, as well as Computer Aided Dispatch.

Law Enforcement Service providers include the Harford County Sheriff's Office, the Bel Air, Havre de Grace, Aberdeen, and Aberdeen Proving Ground Police Departments as well as the Bel Air and JFK Barracks of the Maryland State Police.

FY ’13 - ’14 GOALS:

3 TO PROVIDE EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES
   o To offer correct pre and post dispatch instructions to emergency callers

4 TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS
   o To ensure prompt and courteous responses to incoming telephone calls

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>4,956,178</td>
<td>5,197,249</td>
<td>5,053,675</td>
<td>5,378,252</td>
<td>5,378,252</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>489,361</td>
<td>536,020</td>
<td>549,725</td>
<td>633,725</td>
<td>633,725</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>11,446</td>
<td>10,327</td>
<td>11,500</td>
<td>11,500</td>
<td>11,500</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>14,438</td>
<td>15,331</td>
<td>13,575</td>
<td>17,075</td>
<td>17,075</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>0</td>
<td>266</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>5,471,423</td>
<td>5,759,193</td>
<td>5,628,475</td>
<td>6,040,552</td>
<td>6,040,552</td>
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</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>FUNDING SOURCE</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>5,471,423</td>
<td>5,759,193</td>
<td>5,628,475</td>
<td>6,040,552</td>
<td>6,040,552</td>
</tr>
</tbody>
</table>
**DEPARTMENT:** EMERGENCY SERVICES  
**DIVISION:** Emergency Communications Center  
**INDEX:** 222100

**FINANCIAL NOTES:**
The $412,077 net increase in funding for Emergency Services - Emergency Communications Center is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,188,739</td>
<td>3,199,388</td>
<td>10,649</td>
</tr>
<tr>
<td>48,260</td>
<td></td>
<td>10,649</td>
</tr>
<tr>
<td>(37,611)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Full-Time Salaries
- Salary adjustments based on the recommendations of the Department of Human Resources
- Staff Turnover (1.18%)

- 133,162
- FY 13 Merit increase of 4% for eligible staff

- 59,328
- PEHP (Post Employment Health Plan)

- 764,212
- 832,681
- 68,469
- Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage

- 286,987
- 319,939
- 32,952
- Pension/Retirement rate adjustments per Treasury's estimates

- 7,334
- 26,536
- 19,202
- Workers' Compensation rate adjustments per Treasury's estimates

- 283,183
- 283,998
- 815
- FICA adjustments

**Communication Service:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>38,000</td>
<td>55,000</td>
<td>17,000</td>
</tr>
<tr>
<td>0</td>
<td>87,500</td>
<td>87,500</td>
</tr>
<tr>
<td>15,500</td>
<td>15,500</td>
<td>0</td>
</tr>
</tbody>
</table>

- Nice Freedom Logging Recorder - formerly Dictaphone - based on actuals
- Connect CTY Mass calling - no longer covered by grant
- Verizon/VSSI - PBX contract

---

561
### DEPARTMENT: EMERGENCY SERVICES
### DIVISION: Emergency Communications Center
### INDEX: 222100

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>506,800</td>
<td>488,500</td>
<td>(18,300)</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,000</td>
<td>4,500</td>
<td>(1,500)</td>
</tr>
<tr>
<td>240,000</td>
<td>230,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>245,000</td>
<td>235,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>1,000</td>
<td>0</td>
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<tr>
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<td>(1,000)</td>
</tr>
<tr>
<td>1,000</td>
<td>0</td>
<td>(1,000)</td>
</tr>
<tr>
<td>8,500</td>
<td>11,500</td>
<td>3,000</td>
</tr>
<tr>
<td>3,500</td>
<td>5,500</td>
<td>2,000</td>
</tr>
<tr>
<td>800</td>
<td>2,000</td>
<td>1,200</td>
</tr>
</tbody>
</table>

| 506,800 | 488,500 | (18,300) |

| 4,750  | 5,750  | 1,000  |

Other Professional Services - for dispatch consulting services
### DIVISION STAFF SUMMARY

**DEPARTMENT:** EMERGENCY SERVICES  
**DIVISION:** EMERGENCY COMMUNICATIONS CENTER  
Index No. 222100

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety Dispatcher, Probationary</td>
<td>11.00</td>
<td>276,655</td>
<td>7.00</td>
<td>211,400</td>
<td>6.00</td>
<td>181,200</td>
</tr>
<tr>
<td>Public Safety Dispatcher I</td>
<td>4.00</td>
<td>132,400</td>
<td>6.00</td>
<td>198,600</td>
<td>5.00</td>
<td>168,148</td>
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<tr>
<td>Public Safety Dispatcher II</td>
<td>11.00</td>
<td>410,300</td>
<td>13.00</td>
<td>484,900</td>
<td>4.00</td>
<td>155,168</td>
</tr>
<tr>
<td>Public Safety Dispatcher III</td>
<td>33.00</td>
<td>1,484,597</td>
<td>33.00</td>
<td>1,487,822</td>
<td>44.00</td>
<td>1,988,809</td>
</tr>
<tr>
<td>Public Safety Manager</td>
<td>1.00</td>
<td>64,229</td>
<td>1.00</td>
<td>64,229</td>
<td>1.00</td>
<td>66,798</td>
</tr>
<tr>
<td>Public Safety Shift Manager</td>
<td>3.00</td>
<td>208,292</td>
<td>3.00</td>
<td>208,292</td>
<td>4.00</td>
<td>246,095</td>
</tr>
<tr>
<td>Public Safety Supervisor</td>
<td>10.00</td>
<td>533,496</td>
<td>10.00</td>
<td>533,496</td>
<td>9.00</td>
<td>505,532</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**  
FY 12: 73.00 3,109,969  
FY 13: 73.00 3,188,739  
FY 14: 73.00 3,311,750

**TEMPORARY SALARIES**  
FY 12: 43,000  
FY 13: 43,000  
FY 14: 43,000

**SALARY TOTAL**  
FY 12: 73.00 3,152,969  
FY 13: 73.00 3,231,739  
FY 14: 73.00 3,354,750

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>404,296</td>
<td>286,987</td>
<td>331,175</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>23,388</td>
<td>7,334</td>
<td>27,504</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>707,582</td>
<td>764,212</td>
<td>832,681</td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>460,000</td>
<td>470,000</td>
<td>470,000</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>59,328</td>
</tr>
<tr>
<td>FICA</td>
<td>277,158</td>
<td>283,183</td>
<td>292,594</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>9,940</td>
<td>10,220</td>
<td>10,220</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
FY 12: 1,882,364  
FY 13: 1,821,936  
FY 14: 2,023,502

**TOTAL 27TH PAY COST**  
FY 12: 150,940  
FY 13: 0  
FY 14: 0

**TOTAL PERSONAL SERVICES**  
FY 12: 73.00 5,186,273 *  
FY 13: 73.00 5,053,675  
FY 14: 73.00 5,378,252

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Public Safety Dispatcher I filled as Probationary Public Safety Dispatcher - # 2825  
One (1) vacant Public Safety Dispatcher II filled as Probationary Public Safety Dispatcher - # 2535

B - Three (3) Probationary Public Safety Dispatchers promoted to Public Safety Dispatcher I - # 2821, 3081, 3083

C - Eight (8) Public Safety Dispatcher II promoted to Public Safety Dispatcher III - # 2180, 3198, 3306, 3307, 0076, 1466, 2181, 3196  
Three (3) Public Safety Dispatcher I promoted to Public Safety Dispatcher III - # 2452, 3015, 3305

D - One (1) Public Safety Supervisor upgraded to Public Safety Shift Manager - # 2564
## EMERGENCY OPERATIONS
### OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**
To provide an efficient dispatch system to ensure an adequate response to emergencies.

**Department Objective**
To offer correct pre- and post-dispatch instructions to emergency callers.

**County Goal(s) Supported**
I. Public Safety
III. Efficient County Government

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum number of positions to staff (three shifts)</td>
<td>29</td>
<td>29</td>
<td>29</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of 911 calls processed</td>
<td>106,801</td>
<td>108,865</td>
<td>105,584</td>
<td>112,000</td>
<td>112,000</td>
</tr>
<tr>
<td>Total number of Emergency Police dispatches (CI)</td>
<td>47,681</td>
<td>45,272</td>
<td>43,786</td>
<td>44,000</td>
<td>44,000</td>
</tr>
<tr>
<td>Total number of Emergency Medical Service/Fire dispatches</td>
<td>24,102</td>
<td>24,742</td>
<td>26,372</td>
<td>25,900</td>
<td>25,900</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Emergency Medical dispatch calls per minimum position</td>
<td>2,475</td>
<td>2,414</td>
<td>2,419</td>
<td>2,184</td>
<td>2,184</td>
</tr>
<tr>
<td>Percent of incoming 911 calls requiring Emergency dispatch</td>
<td>67.2%</td>
<td>64.3%</td>
<td>66.4%</td>
<td>62.4%</td>
<td>62.4%</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Emergency Medical Service calls reviewed by Quality Assurance</td>
<td>3,625</td>
<td>3,620</td>
<td>3,600</td>
<td>3,600</td>
<td>4,200</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of calls scoring above 95 percentile in QA Review</td>
<td>99.0%</td>
<td>99.0%</td>
<td>99.0%</td>
<td>99.9%</td>
<td>99.9%</td>
</tr>
<tr>
<td>Percent of calls scoring above 75 percentile in QA Review</td>
<td>99.5%</td>
<td>99.7%</td>
<td>99.7%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
Total calls requiring Emergency Medical Dispatch calculated from CAD dispatch stats.
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

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of Staff</td>
<td>63</td>
<td>65</td>
<td>62</td>
<td>69</td>
<td>78</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of calls received in Communications Center</td>
<td>283,439</td>
<td>276,454</td>
<td>251,830</td>
<td>280,000</td>
<td>290,000</td>
</tr>
<tr>
<td>Number of calls handled in 0-5 seconds</td>
<td>253,226</td>
<td>274,917</td>
<td>246,793</td>
<td>277,200</td>
<td>290,000</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of calls per position per year</td>
<td>4,499</td>
<td>4,253</td>
<td>4,062</td>
<td>4,058</td>
<td>3,718</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Internal Investigations</td>
<td>58</td>
<td>33</td>
<td>16</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of calls handled in 0-5 seconds</td>
<td>89.3%</td>
<td>99.4%</td>
<td>98.0%</td>
<td>99.0%</td>
<td>99.9%</td>
</tr>
<tr>
<td>Ratio of citizen complaints to calls received</td>
<td>1: 4,886</td>
<td>1: 8,331</td>
<td>1: 15,739</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
In order to ensure prompt and courteous responses to citizens, we must monitor the number of calls received, the speed with which they were answered, and the number of citizen complaints received.
EMERGENCY OPERATIONS
OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**
To educate Harford County citizens on the proper use of 911.

**Department Objective**
To increase the citizens educated by the public education program

**County Goal(s) Supported**
I. Public Safety
II. Education

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$1,752</td>
<td>$1,000</td>
<td>$1,752</td>
<td>$2,500</td>
<td>$10,000</td>
</tr>
<tr>
<td>(Dollars allocated includes 911 Education Program materials, overtime costs, &amp; tent rental for Farm Fair)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of staff hours used</td>
<td>20</td>
<td>226</td>
<td>201</td>
<td>250</td>
<td>350</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of events held to train citizens</td>
<td>9</td>
<td>28</td>
<td>25</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Staff Hours per event</td>
<td>2.22</td>
<td>8.07</td>
<td>8.04</td>
<td>8.33</td>
<td>7.00</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of 911 Public Education training sessions requested</td>
<td>36</td>
<td>40</td>
<td>25</td>
<td>50</td>
<td>40</td>
</tr>
<tr>
<td>Percentage of requested training sessions that were completed</td>
<td>55%</td>
<td>70%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of incoming calls to 911 Center</td>
<td>106,801</td>
<td>108,865</td>
<td>105,584</td>
<td>112,000</td>
<td>112,000</td>
</tr>
<tr>
<td>Total number of abandoned calls to 911 Center</td>
<td>12,323</td>
<td>12,314</td>
<td>10,504</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Percentage of calls that are abandoned</td>
<td>12%</td>
<td>11%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
</tr>
</tbody>
</table>

**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.
EMERGENCY SERVICES

911 CALLS FOR SERVICE

<table>
<thead>
<tr>
<th>CALENDAR YEAR</th>
<th># OF CALLS FOR SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>104,473</td>
</tr>
<tr>
<td>2010</td>
<td>106,801</td>
</tr>
<tr>
<td>2011</td>
<td>108,865</td>
</tr>
<tr>
<td>2012</td>
<td>105,584</td>
</tr>
<tr>
<td>2013</td>
<td>112,000</td>
</tr>
</tbody>
</table>
EMERGENCY SERVICES

FIRE/EMS/LAW ENFORCEMENT CALLS DISPATCHED

<table>
<thead>
<tr>
<th>CALENDAR YEAR</th>
<th># OF CALLS DISPATCHED</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>169,871</td>
</tr>
<tr>
<td>2010</td>
<td>171,630</td>
</tr>
<tr>
<td>2011</td>
<td>146,509</td>
</tr>
<tr>
<td>2012</td>
<td>162,362</td>
</tr>
</tbody>
</table>
ORIGIN/PURPOSE:

The Special Operations and Technical Services staff provides support for all areas of communication, information technology and Hazmat Response as well as the County’s Mobile Communication Unit.

Special Operations is responsible for implementation of and recordkeeping associated with the Superfund Amendments and Reauthorization Act (SARA) Title III Law. This law mandates reporting of certain chemical inventories and regulates the responsibility of local jurisdictions pertaining to Hazardous Material Response and Community Right-to-Know planning.

SARA Title III, acts as the administrative arm of the Local Emergency Planning Committee (LEPC). Approximately 180 facilities in Harford County report to this committee. Site inspection of selected facilities, that report under SARA Title III, are conducted by this agency.

The Technical Services staff provides/maintains the operations and maintenance of the radio system infrastructures (including mobile and portable radios, pagers, mobile data equipment) and computer network and specialized software (Computer Aided Dispatch, Message Switch, etc.).

FY ’13 - ’14 GOALS:

5 TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE
  o To ensure compliance with all federal and state regulations regarding emergency preparedness

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>866,980</td>
<td>889,386</td>
<td>780,215</td>
<td>765,612</td>
<td>765,612</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>1,638,176</td>
<td>1,886,879</td>
<td>2,271,594</td>
<td>1,963,832</td>
<td>1,963,832</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>18,147</td>
<td>72,306</td>
<td>6,500</td>
<td>15,200</td>
<td>15,200</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>3,419</td>
<td>5,377</td>
<td>4,975</td>
<td>7,975</td>
<td>7,975</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>59,088</td>
<td>18,036</td>
<td>3,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTERGOVERNMENTAL</td>
<td>8,700</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>2,594,510</td>
<td>2,871,984</td>
<td>3,066,284</td>
<td>2,752,619</td>
<td>2,752,619</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>2,594,510</td>
<td>2,871,984</td>
<td>3,066,284</td>
<td>2,752,619</td>
<td>2,752,619</td>
</tr>
</tbody>
</table>
DEPARTMENT: EMERGENCY SERVICES
DIVISION: Special Operations and Technical Services
INDEX: 222200

FINANCIAL NOTES:
The ($313,665) net decrease in funding for Emergency Services - Special Operations and Technical Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>546,841</td>
<td>477,103</td>
<td>(69,738)</td>
</tr>
</tbody>
</table>

- **Full-Time Salaries:**
  - (19,738) Staff Turnover (3.61%)
  - (50,000) Offset - funding from Exelon will offset an Emergency Planner position

- **FY 13 Merit increase of 4% for eligible staff**: 16,005
- **PEHP (Post Employment Health Plan)**: 13,691
- **Positions created/abolished for the division of Special Operations and Technical Services**:
<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>52,000</td>
<td>26,492</td>
<td>78,492</td>
</tr>
<tr>
<td>1.00</td>
<td>52,000</td>
<td>26,492</td>
<td>78,492</td>
</tr>
<tr>
<td>2.00</td>
<td>104,000</td>
<td>52,984</td>
<td>156,984</td>
</tr>
</tbody>
</table>

- **Positions transferred out of the division of Special Operations and Technical Services**:
<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
</thead>
</table>
  | 1.00           | (40,966)| (13,120)| (54,086)| Computer System Engineer I positions to Information & Communication Technology (ICT)
  | 1.00           | (58,965)| (27,737)| (86,702)|
  | 2.00           | (99,931)| (40,857)| (140,788)|

- **Workers' Compensation rate adjustments per Treasury's estimates**: 7,417
- **Pension/Retirement rate adjustments per Treasury's estimates**: 3,085
- **FICA adjustments**: 1,510
- **Operating Equipment - Siren Maintenance and Repair reallocated from Emergency Services Siren Program**: 5,000
## Financial Notes:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(26,057) Telephone Service - decrease based on actuals</td>
</tr>
<tr>
<td>5,460</td>
<td>5,460</td>
<td>0</td>
</tr>
<tr>
<td>94,257</td>
<td>65,000</td>
<td>(29,257) Verizon OC3 (Sonet Ring) Costs</td>
</tr>
<tr>
<td>42,000</td>
<td>42,000</td>
<td>0</td>
</tr>
<tr>
<td>9,800</td>
<td>13,000</td>
<td>3,200</td>
</tr>
<tr>
<td>151,517</td>
<td>125,460</td>
<td>(26,057)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>100,000 Communication Service - based on anticipated cost of contract:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,471,772</td>
<td>1,471,772</td>
<td>0</td>
</tr>
<tr>
<td>21,600</td>
<td>21,600</td>
<td>0</td>
</tr>
<tr>
<td>40,000</td>
<td>120,000</td>
<td>80,000</td>
</tr>
<tr>
<td>150,000</td>
<td>200,000</td>
<td>50,000</td>
</tr>
<tr>
<td>30,000</td>
<td>0</td>
<td>(30,000)</td>
</tr>
<tr>
<td>1,713,372</td>
<td>1,813,372</td>
<td>100,000</td>
</tr>
</tbody>
</table>

|       |       | (47,100) Data Processing Hardware Maintenance - all software funding transferred to Information & Communication Technology (ICT) for better accountability for UPS contract, Cisco Router/Switcher/Firewalls and EOC Server Maintenance |

|       |       | (1,500) Equipment Repair Parts - reallocated funding to Other Supplies and Materials |

|       |       | 10,000 Other Supplies & Materials - increase based on actuals and funding reallocated from Equipment Repair Parts |

|       |       | 1,000 Non -Targeted Charges-FVS - increase based on actual expense |

|       |       | (339,605) Data Processing Software Maintenance - all software funding transferred to Information & Communication Technology (ICT) for better accountability. This covers the following items EPD AQUA warranty, Pro QA software maintenance, McAfee virus subscription, Gold Fluke system, ESRI GIS software maintenance, Dish satellite, Interact (CAD) maintenance, Scriptlogic software and Pictometry license. |

|       |       | 2,000 Training Seminars, Courses - training no longer covered by grant |

|       |       | (3,000) Equipment - Emergency Services Sirens funding reallocated to Operating Equipment |
DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES
DIVISION: SPECIAL OPERATIONS AND TECHNICAL SERVICES

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Computer System Engineer I</td>
<td>2.00</td>
<td>97,663</td>
<td>2.00</td>
</tr>
<tr>
<td>Computer System Engineer IV</td>
<td>1.00</td>
<td>70,314</td>
<td>1.00</td>
</tr>
<tr>
<td>Deputy Manager, Emergency Operations</td>
<td>1.00</td>
<td>78,000</td>
<td>0.00</td>
</tr>
<tr>
<td>Electronic Services Technician</td>
<td>2.00</td>
<td>101,813</td>
<td>2.00</td>
</tr>
<tr>
<td>Emergency Planner I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Public Safety Manager</td>
<td>2.00</td>
<td>139,883</td>
<td>2.00</td>
</tr>
<tr>
<td>Public Safety Supervisor</td>
<td>2.00</td>
<td>137,168</td>
<td>2.00</td>
</tr>
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</table>

| FULL-TIME SALARIES                  | 10.00     | 624,841    | 9.00      | 546,841    | 9.00      | 544,578   |
| SALARY OFFSET                       | 0         | 0          | 0         | 0          | (50,000)  | D         |

| TOTAL FULL-TIME SALARIES            | 10.00     | 624,841    | 9.00      | 546,841    | 9.00      | 494,578   |

OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>81,229</td>
<td>49,216</td>
<td>54,458</td>
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<tr>
<td>Workers’ Compensation</td>
<td>2,481</td>
<td>1,258</td>
<td>8,918</td>
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<tr>
<td>Health Benefits</td>
<td>137,150</td>
<td>118,815</td>
<td>130,055</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>19,500</td>
<td>19,500</td>
<td>19,500</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>13,691</td>
</tr>
<tr>
<td>FICA</td>
<td>49,369</td>
<td>43,325</td>
<td>43,152</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,400</td>
<td>1,260</td>
<td>1,260</td>
</tr>
</tbody>
</table>

| TOTAL OTHER PERSONAL SERVICES | 291,129 | 233,374 | 271,034 |
| TOTAL 27TH PAY COST         | 29,113  | 0       | 0       |
| TOTAL PERSONAL SERVICES     | 10.00   | 945,083 | 9.00    | 780,215  | 9.00    | 765,612 |

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Computer System Engineer I positions transferred to Information & Communication Technology (ICT) - #0456, 2610
B - One (1) Electronic Services Technician position created - #3669
C - One (1) Emergency Planner I position created - # 3670
   One (1) vacant Public Safety Supervisor reclassified as a Emergency Planner I - #0064
D - Salary Offset for Emergency Planner position
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:

<table>
<thead>
<tr>
<th>Character:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>271,499</td>
<td>374,086</td>
<td>375,000</td>
<td>450,000</td>
<td>450,000</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>8,660,561</td>
<td>6,413,275</td>
<td>6,434,642</td>
<td>6,324,642</td>
<td>6,274,642</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>8,932,060</strong></td>
<td><strong>6,787,361</strong></td>
<td><strong>6,809,642</strong></td>
<td><strong>6,774,642</strong></td>
<td><strong>6,724,642</strong></td>
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</tbody>
</table>

### FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Source:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>8,932,060</td>
<td>6,787,361</td>
<td>6,809,642</td>
<td>6,774,642</td>
<td>6,724,642</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

The ($85,000) net decrease in funding for Volunteer Fire Companies is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>375,000</td>
<td>450,000</td>
<td>75,000</td>
</tr>
</tbody>
</table>

- Other Insurance - Worker's Compensation Insurance, increase based on actuals

- Funds provided to each Fire Company:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bel Air</td>
<td>911,182</td>
<td>911,182</td>
<td>0</td>
</tr>
<tr>
<td>Abingdon</td>
<td>760,279</td>
<td>760,279</td>
<td>0</td>
</tr>
<tr>
<td>Joppa</td>
<td>724,668</td>
<td>724,668</td>
<td>0</td>
</tr>
<tr>
<td>Aberdeen</td>
<td>639,532</td>
<td>639,532</td>
<td>0</td>
</tr>
<tr>
<td>Susquehanna</td>
<td>394,598</td>
<td>394,598</td>
<td>0</td>
</tr>
<tr>
<td>HDG Ambulance</td>
<td>219,284</td>
<td>219,284</td>
<td>0</td>
</tr>
<tr>
<td>Jarrettsville</td>
<td>466,444</td>
<td>466,444</td>
<td>0</td>
</tr>
<tr>
<td>Fallston</td>
<td>482,374</td>
<td>482,374</td>
<td>0</td>
</tr>
<tr>
<td>Darlington</td>
<td>382,929</td>
<td>382,929</td>
<td>0</td>
</tr>
<tr>
<td>Whiteford</td>
<td>371,722</td>
<td>371,722</td>
<td>0</td>
</tr>
<tr>
<td>Level</td>
<td>403,448</td>
<td>403,448</td>
<td>0</td>
</tr>
<tr>
<td>Norrisville</td>
<td>358,304</td>
<td>358,304</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,114,764</td>
<td>6,114,764</td>
<td>0</td>
</tr>
</tbody>
</table>

- (50,000) Grant to Shock Trauma Capital Campaign ended in FY 13

- (50,000) Funds included for fire/rescue and EMT trainee program for high school seniors to be paid to Maryland Fire and Rescue Institute (MFRI)

- (110,000) Funds provided for support services:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Training</td>
<td>8,010</td>
<td>8,010</td>
<td>0</td>
</tr>
<tr>
<td>Administration</td>
<td>13,734</td>
<td>13,734</td>
<td>0</td>
</tr>
<tr>
<td>Safety</td>
<td>1,144</td>
<td>1,144</td>
<td>0</td>
</tr>
<tr>
<td>Fire Prevention</td>
<td>19,456</td>
<td>19,456</td>
<td>0</td>
</tr>
<tr>
<td>EMS Ops &amp; Training</td>
<td>57,222</td>
<td>57,222</td>
<td>0</td>
</tr>
<tr>
<td>Recruitment</td>
<td>12,590</td>
<td>12,590</td>
<td>0</td>
</tr>
<tr>
<td>Immunizations</td>
<td>5,722</td>
<td>5,722</td>
<td>0</td>
</tr>
<tr>
<td>Trainee Program</td>
<td>42,000</td>
<td>42,000</td>
<td>0</td>
</tr>
<tr>
<td>Technical Rescue Team</td>
<td>110,000</td>
<td>0</td>
<td>(110,000)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>269,878</td>
<td>159,878</td>
<td>(110,000)</td>
</tr>
</tbody>
</table>
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 OSHA.

The team investigates, in cooperation with local enforcement agencies and the Maryland Department of the Environment, alleged environmental crime.

FY '13 - '14 GOALS

6 TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES
   o To assure prevention of hazmat incidents through inspection and public education programs each year

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED</th>
<th>AUDITED</th>
<th>ORIGINAL BUDGET</th>
<th>EXECUTIVE PROPOSED</th>
<th>ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 11</td>
<td>FY 12</td>
<td>FY 13</td>
<td>FY 14</td>
<td>FY 14</td>
</tr>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>197,894</td>
<td>215,057</td>
<td>204,679</td>
<td>261,611</td>
<td>261,611</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>32,853</td>
<td>17,551</td>
<td>22,011</td>
<td>22,011</td>
<td>22,011</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>33,136</td>
<td>51,943</td>
<td>42,800</td>
<td>54,800</td>
<td>54,800</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>16,845</td>
<td>23,080</td>
<td>21,850</td>
<td>22,850</td>
<td>22,850</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>11,781</td>
<td>4,481</td>
<td>10,947</td>
<td>10,947</td>
<td>10,947</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>292,509</td>
<td>312,112</td>
<td>302,287</td>
<td>372,219</td>
<td>372,219</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

11 GENERAL  292,509  312,112  302,287  372,219  372,219

FINANCIAL NOTES:

The $69,932 net increase in funding for the Emergency Services - Hazardous Materials Response Team is the net result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o 2,133 Merit increase of 4% for eligible staff</td>
<td>2,133</td>
<td>2,133</td>
<td>FY 13</td>
</tr>
<tr>
<td>o Temporary Salaries - increased funds provide for an additional 6 part time Hazmat Technicians to re-establish 30 man crew</td>
<td>101,600</td>
<td>151,600</td>
<td>50,000</td>
</tr>
<tr>
<td>o Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>14,727</td>
<td>15,716</td>
<td>989</td>
</tr>
<tr>
<td>o FICA adjustment</td>
<td>13,396</td>
<td>17,221</td>
<td>3,825</td>
</tr>
</tbody>
</table>
DEPARTMENT: EMERGENCY SERVICES
DIVISION: Hazardous Materials Response Team
INDEX: 225000

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>1,200</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>expense history:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td></td>
<td>3,000</td>
<td>0</td>
<td>(3,000)</td>
</tr>
<tr>
<td>General Office Supplies - funding reallocated to</td>
<td>900</td>
<td>0</td>
<td>(900)</td>
</tr>
<tr>
<td>Other Supplies and Materials</td>
<td>2,000</td>
<td>0</td>
<td>(2,000)</td>
</tr>
<tr>
<td>Equipment Repair Parts - funding reallocated to</td>
<td>1,700</td>
<td>7,800</td>
<td>6,100</td>
</tr>
<tr>
<td>Other Supplies and Materials</td>
<td>13,000</td>
<td>10,500</td>
<td>(2,500)</td>
</tr>
<tr>
<td>Small Tools - funding reallocated to Other Supplies</td>
<td>7,500</td>
<td>11,000</td>
<td>3,500</td>
</tr>
<tr>
<td>and Materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel Charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>28,100</td>
<td>29,300</td>
<td>1,200</td>
</tr>
<tr>
<td></td>
<td>35,000</td>
<td>47,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Safety Equipment - increase due to the additional</td>
<td>947</td>
<td>947</td>
<td>0</td>
</tr>
<tr>
<td>turnout gear for additional HAZMAT personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
<tr>
<td>County Match/Transfers Out - Hazardous Materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Preparedness Planning Grant (HMEP)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to Volunteer Fire Companies - Hazmat related</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** EMERGENCY SERVICES  
**DIVISION:** HAZMAT RESPONSE TEAM  
Index No. 225000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety Hazmat Manager</td>
<td>1.00</td>
<td>48,316</td>
<td>1.00</td>
<td>48,316</td>
<td>1.00</td>
<td>50,249</td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>1.00</td>
<td>101,600</td>
<td>1.00</td>
<td>101,600</td>
<td>1.00</td>
<td>151,600 A</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>1.00</td>
<td>149,916</td>
<td>1.00</td>
<td>149,916</td>
<td>1.00</td>
<td>201,849</td>
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<tr>
<td><strong>OTHER PERSONAL SERVICES</strong></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Workers' Compensation</td>
<td>1,126</td>
<td>1,300</td>
<td>1,300</td>
<td>1,337</td>
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<tr>
<td>Health Benefits</td>
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<td>14,727</td>
<td>15,716</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>25,150</td>
<td>25,200</td>
<td>25,200</td>
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<td></td>
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<tr>
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<td>13,396</td>
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<td></td>
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<tr>
<td>Miscellaneous</td>
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<td>140</td>
<td>140</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>54,908</td>
<td>54,763</td>
<td>59,762</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td>6,302</td>
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<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>1.00</td>
<td>211,126 *</td>
<td>1.00</td>
<td>204,679</td>
<td>1.00</td>
<td>261,611</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary Salaries - increase to add six (6) part-time positions to reestablish 30 man crew
**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

<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Dollars allocated</td>
<td>$394,580</td>
<td>$324,350</td>
<td>$308,734</td>
<td>$302,287</td>
<td>$372,219</td>
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<tr>
<td>Number of full-time staff</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Number of part-time HazMat response team members</td>
<td>20</td>
<td>20</td>
<td>18</td>
<td>18</td>
<td>23</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of reported HazMat incidents</td>
<td>178</td>
<td>174</td>
<td>169</td>
<td>175</td>
<td>175</td>
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<tr>
<td>Number of HazMat team responses</td>
<td>80</td>
<td>103</td>
<td>99</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per HazMat response</td>
<td>$1,777</td>
<td>$1,864</td>
<td>$1,826</td>
<td>$1,727</td>
<td>$2,127</td>
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<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of HazMat incidents responded to</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**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
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 OSHA.

FY '13 - '14 GOALS

7 TO OFFER EFFECTIVE TECHNICAL RESCUE RESPONSE SERVICES

To ensure prompt coordination, facilitation and response to situations requiring technical rescue expertise.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td><strong>SUMMARY BY CHARACTER:</strong></td>
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<tr>
<td>10 PERSONAL SERVICES</td>
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<td>40,370</td>
<td>40,370</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
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<td>110,000</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
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<td>0</td>
<td>150,370</td>
<td>40,370</td>
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<td><strong>FUNDING SOURCE:</strong></td>
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<tr>
<td>11 GENERAL</td>
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<td>0</td>
<td>150,370</td>
<td>40,370</td>
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FINANCIAL NOTES:

The $40,370 net increase in funding for the Emergency Services - Rescue Support is the net result of:

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<tr>
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<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>37,500</td>
<td>37,500</td>
<td>Temporary Salaries - for on call Tactical Response Technicians</td>
</tr>
<tr>
<td>2,870</td>
<td>2,870</td>
<td>FICA adjustment</td>
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Proposed Capital Outlay funds of $110,000 transferred to a new Capital Project within the Capital Budget for TRT Equipment per Amendment #16
# DIVISION STAFF SUMMARY

## DEPARTMENT: EMERGENCY SERVICES
## DIVISION: RESCUE SUPPORT

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th></th>
<th>ENACTED FY 13</th>
<th></th>
<th>ENACTED FY 14</th>
<th></th>
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</thead>
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<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
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<tr>
<td>TEMPORARY SALARIES</td>
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<td>0</td>
<td>0</td>
<td>37,500</td>
<td></td>
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<tr>
<td>SALARY TOTAL</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>37,500</td>
</tr>
<tr>
<td>OTHER PERSONAL SERVICES</td>
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<tr>
<td>FICA</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,870</td>
<td></td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>2,870</td>
<td></td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>40,370</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Management Performance Grant</td>
<td>Grant funds will be used to cover planning salaries for 3 personnel as allowed in the grant guidance.</td>
<td>$121,667</td>
<td>$121,667</td>
<td>7/1/13 - 2/28/2015</td>
</tr>
<tr>
<td>State Homeland Security Program</td>
<td>Grant funds will be used to underwrite management and administration expenses. Funded activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism.</td>
<td>$89,783</td>
<td></td>
<td>9/1/13 - 5/31/15</td>
</tr>
<tr>
<td>Urban Areas Security Initiative</td>
<td>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.</td>
<td>$618,266</td>
<td></td>
<td>9/1/13 - 5/31/15</td>
</tr>
<tr>
<td>Maryland Institute for Emergency Medical Services System</td>
<td>Grant monies to be used for mandatory Emergency Medical Dispatch Training.</td>
<td></td>
<td>$2,642</td>
<td>9/18/13 - 6/15/14</td>
</tr>
<tr>
<td>Hazardous Materials Emergency Preparedness Grant Program</td>
<td>Grant funds personnel to assist the delivery of a course on Incident and Unified Command for the CERT Team.</td>
<td>$3,786</td>
<td>$947</td>
<td>10/1/13 - 9/50/14</td>
</tr>
<tr>
<td>Exelon Nuclear Emergency Planning</td>
<td>Grant funds help cover the salary and benefit expenses for the Emergency Planner II position.</td>
<td></td>
<td>$50,000</td>
<td>1/1/14 - 12/31/14</td>
</tr>
<tr>
<td>TOTALS</td>
<td></td>
<td>$833,502</td>
<td>$2,642</td>
<td>$50,000</td>
</tr>
<tr>
<td>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</td>
<td></td>
<td>$886,144</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>
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 electrical 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 construction standards for all trades including reviewing and adopting applicable national codes for various trade activities; has implemented and enforced the Quality Workmanship Assurance Program and the Fast Track Program; and has provided responsive inspection services and uniform quality construction standards.

MISSION STATEMENT:

TO PROVIDE HIGH QUALITY INSPECTION SERVICES TO RESIDENTIAL AND COMMERCIAL PROJECTS THAT WILL PROTECT THE HEALTH, SAFETY, AND WELFARE OF HARFORD COUNTY CITIZENS, AS WELL AS PROTECT CURRENT HOUSING STOCK WITHIN THE COUNTY

FY '13 - 14 KEY GOALS:

1. DECREASE THE NUMBER OF CODE VIOLATIONS AND IMPROVE HOUSING STOCK WITHIN THE COUNTY
2. 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)
3. DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS
4. 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
5. DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS
6. DECREASE THE NUMBER OF MECHANICAL CODE VIOLATIONS THEREBY REDUCING THE NUMBER OF REINSPECTIONS
### INSPECTIONS, LICENSES & PERMITS

#### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10 PERSONAL SERVICES</strong></td>
<td>3,332,786</td>
<td>3,375,820</td>
<td>3,130,514</td>
<td>3,292,862</td>
<td>3,292,862</td>
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<tr>
<td><strong>20 CONTRACTUAL SERVICES</strong></td>
<td>36,562</td>
<td>44,313</td>
<td>63,781</td>
<td>72,231</td>
<td>72,231</td>
</tr>
<tr>
<td><strong>30 SUPPLIES &amp; MATERIALS</strong></td>
<td>27,022</td>
<td>31,336</td>
<td>37,700</td>
<td>36,500</td>
<td>36,500</td>
</tr>
<tr>
<td><strong>40 BUSINESS &amp; TRAVEL</strong></td>
<td>118,249</td>
<td>144,130</td>
<td>154,880</td>
<td>156,980</td>
<td>156,980</td>
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<tr>
<td><strong>50 CAPITAL OUTLAY</strong></td>
<td>0</td>
<td>959</td>
<td>0</td>
<td>21,777</td>
<td>21,777</td>
</tr>
<tr>
<td><strong>70 MISCELLANEOUS</strong></td>
<td>453,120</td>
<td>453,160</td>
<td>555,700</td>
<td>655,700</td>
<td>5,700</td>
</tr>
<tr>
<td><strong>80 INTER-GOVERNMENTAL/INTERFUND</strong></td>
<td>9,574</td>
<td>3,838</td>
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<td>0</td>
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</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,977,313</strong></td>
<td><strong>4,053,556</strong></td>
<td><strong>3,942,575</strong></td>
<td><strong>4,236,050</strong></td>
<td><strong>3,586,050</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY FUND:

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<th></th>
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<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11 GENERAL</strong></td>
<td><strong>3,977,313</strong></td>
<td><strong>4,053,556</strong></td>
<td><strong>3,942,575</strong></td>
<td><strong>4,236,050</strong></td>
<td><strong>3,586,050</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,977,313</strong></td>
<td><strong>4,053,556</strong></td>
<td><strong>3,942,575</strong></td>
<td><strong>4,236,050</strong></td>
<td><strong>3,586,050</strong></td>
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#### SUMMARY BY DIVISION:

<table>
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<tr>
<th>Code</th>
<th>Division</th>
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<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<tbody>
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<td>261000</td>
<td>DIRECTOR OF DILP</td>
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<td>534,971</td>
<td>488,908</td>
<td>535,556</td>
<td>535,556</td>
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<tr>
<td>263000</td>
<td>BUILDING SERVICES</td>
<td>1,121,083</td>
<td>1,074,829</td>
<td>995,139</td>
<td>1,007,519</td>
<td>1,007,519</td>
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<tr>
<td>264000</td>
<td>PLUMBING SERVICES</td>
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<td>548,050</td>
<td>572,218</td>
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<tr>
<td>265000</td>
<td>ELECTRICAL SERVICES</td>
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<td>565,008</td>
<td>608,644</td>
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<td>266000</td>
<td>MANUF HOUSING/ABANDONED PROP</td>
<td>207,530</td>
<td>230,138</td>
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<td>243,204</td>
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<td>267000</td>
<td>ANIMAL CONTROL</td>
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<td>268000</td>
<td>HUMANE SOCIETY</td>
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<td>650,000</td>
<td>0</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,977,313</strong></td>
<td><strong>4,053,556</strong></td>
<td><strong>3,942,575</strong></td>
<td><strong>4,236,050</strong></td>
<td><strong>3,586,050</strong></td>
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585
FINANCIAL NOTES:

The ($356,525) net decrease in funding for Inspections, Licenses & Permits is the result of:

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<th>FY 14</th>
<th>CHANGE</th>
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<tr>
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<td>2,181,845</td>
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<td>89,934</td>
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<td>50,201</td>
<td>50,201</td>
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<td>(50,467)</td>
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<td># of positions</td>
<td>Salary Fringes Total</td>
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<td>(27,500)</td>
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<td>563,853</td>
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<td>219,597</td>
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<td>31,309</td>
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<tr>
<td>o</td>
<td>4,400</td>
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<tr>
<td>o</td>
<td>121,660</td>
<td>123,010</td>
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<td>3,010</td>
<td>3,210</td>
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<tr>
<td></td>
<td>121,660</td>
<td>123,010</td>
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<tr>
<td>o</td>
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## INSPECTIONS, LICENSES & PERMITS

### FINANCIAL NOTES:

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<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>16,077</td>
<td>21,777</td>
<td>5,700</td>
</tr>
<tr>
<td>o</td>
<td>550,000</td>
<td>0</td>
<td>(550,000)</td>
</tr>
</tbody>
</table>

- **Equipment** - funding provides for 27 iPads and 6 scanners to be used with EnerGov Permitting and Land Management system.
- **Payment to Other Government Agencies** - County's support of the Humane Society of Harford County for animal housing and care has been moved under miscellaneous index 709110 per Council Amendments # 11 and # 12.
## DEPARTMENT STAFF SUMMARY

### DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 12</td>
<td></td>
<td>FY 13</td>
<td></td>
<td>FY 14</td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant I</td>
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<td>2.00</td>
<td>74,409</td>
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<tr>
<td>Administrative Assistant II</td>
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<td>153,519</td>
<td>2.00</td>
<td>91,352</td>
<td>4.00</td>
<td>174,714</td>
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<td>Administrative Secretary II</td>
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<td>1.00</td>
<td>42,760</td>
<td>1.00</td>
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<td>Animal Control Officer II</td>
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<td>5.00</td>
<td>208,108</td>
<td>5.00</td>
<td>216,432</td>
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<tr>
<td>Building Inspections Supervisor</td>
<td>1.00</td>
<td>85,550</td>
<td>1.00</td>
<td>87,050</td>
<td>1.00</td>
<td>90,532</td>
</tr>
<tr>
<td>Chief, Animal Control Officer</td>
<td>1.00</td>
<td>62,484</td>
<td>1.00</td>
<td>62,484</td>
<td>1.00</td>
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<tr>
<td>Chief, Housing Services</td>
<td>1.00</td>
<td>83,773</td>
<td>1.00</td>
<td>83,773</td>
<td>1.00</td>
<td>87,124</td>
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<tr>
<td>Chief, Inspections, Licenses &amp; Permits</td>
<td>2.00</td>
<td>143,720</td>
<td>2.00</td>
<td>145,220</td>
<td>2.00</td>
<td>151,029</td>
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<td>Clerk Typist</td>
<td>1.00</td>
<td>28,453</td>
<td>1.00</td>
<td>28,453</td>
<td>1.00</td>
<td>29,591</td>
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<tr>
<td>Commercial Inspector</td>
<td>3.00</td>
<td>165,340</td>
<td>3.00</td>
<td>168,340</td>
<td>3.00</td>
<td>175,073</td>
</tr>
<tr>
<td>Deputy Director of DILP</td>
<td>1.00</td>
<td>81,755</td>
<td>1.00</td>
<td>81,755</td>
<td>1.00</td>
<td>85,025</td>
</tr>
<tr>
<td>Director of Inspections, Licenses &amp; Permits</td>
<td>1.00</td>
<td>121,217</td>
<td>1.00</td>
<td>121,217</td>
<td>1.00</td>
<td>126,066</td>
</tr>
<tr>
<td>Inspector II</td>
<td>8.00</td>
<td>404,100</td>
<td>8.00</td>
<td>407,100</td>
<td>7.00</td>
<td>374,411</td>
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<tr>
<td>Inspector III</td>
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<td>3.00</td>
<td>185,031</td>
<td>4.00</td>
<td>247,344</td>
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<td>Licensing Clerk</td>
<td>1.00</td>
<td>30,241</td>
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<td>27,500</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>65,009</td>
<td>1.00</td>
<td>65,009</td>
<td>1.00</td>
<td>67,610</td>
</tr>
<tr>
<td>Permits Technician</td>
<td>3.00</td>
<td>113,314</td>
<td>3.00</td>
<td>113,314</td>
<td>3.00</td>
<td>117,848</td>
</tr>
<tr>
<td>Plans Reviewer II</td>
<td>2.00</td>
<td>123,790</td>
<td>1.00</td>
<td>52,800</td>
<td>1.00</td>
<td>52,800</td>
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<tr>
<td>Senior Plans Reviewer</td>
<td>1.00</td>
<td>85,550</td>
<td>2.00</td>
<td>136,170</td>
<td>2.00</td>
<td>141,616</td>
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**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40.00</td>
<td>2,223,523</td>
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</table>
# DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** INSPECTIONS, LICENSES AND PERMITS

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OTHER PERSONAL SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>289,057</td>
<td>196,367</td>
<td>224,668</td>
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<tr>
<td>Workers’ Compensation</td>
<td>39,389</td>
<td>43,090</td>
<td>45,432</td>
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<tr>
<td>Health Benefits</td>
<td>543,856</td>
<td>533,935</td>
<td>545,668</td>
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<td>Overtime &amp; Shift Differential</td>
<td>3,400</td>
<td>3,400</td>
<td>3,400</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>50,201</td>
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<tr>
<td>FICA</td>
<td>169,465</td>
<td>166,277</td>
<td>171,364</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5,600</td>
<td>5,600</td>
<td>5,460</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>1,050,767</td>
<td>948,669</td>
<td>1,046,193</td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>103,156</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>40.00</td>
<td>3,377,446</td>
<td>40.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
Department Goal
To decrease the number of code violations and improve housing stock within the County.
Work with the Department of Information and Communication Technology to facilitate implementation of EnerGov permit, inspection and licensing computer system.

Department Objective
To improve the quality of housing stock and to ensure it meets construction code requirements.

County Goal(s) Supported
I. Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$3,716,431</td>
<td>$4,057,351</td>
<td>$4,309,721</td>
<td>$3,942,575</td>
<td>$4,236,050</td>
</tr>
<tr>
<td>Number of staff</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>39***</td>
</tr>
<tr>
<td>Number of Inspectors</td>
<td>14*</td>
<td>13*</td>
<td>13*</td>
<td>13*</td>
<td>14</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of inspections per inspector</td>
<td>2,466</td>
<td>2,703</td>
<td>2,786</td>
<td>2,805</td>
<td>2,623</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of approved inspections</td>
<td>29,417</td>
<td>29,792</td>
<td>31,149</td>
<td>31,362</td>
<td>31,865</td>
</tr>
<tr>
<td>Number of disapproved inspections</td>
<td>5,103</td>
<td>5,345</td>
<td>5,069</td>
<td>5,055</td>
<td>4,860</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of inspections that are disapproved</td>
<td>14.8%</td>
<td>15.2%</td>
<td>14.0%</td>
<td>13.9%</td>
<td>13.2%</td>
</tr>
</tbody>
</table>

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
** Includes Mechanical Inspections
*** Abolished vacant Licensing Clerk position
INSPECTIONS, LICENSES and PERMITS

INSPECTIONS ACTIVITY

<table>
<thead>
<tr>
<th>Year</th>
<th>Building</th>
<th>Electrical</th>
<th>Plumbing</th>
<th>Mechanical</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>13,554</td>
<td>11,485</td>
<td>12,108</td>
<td>0</td>
</tr>
<tr>
<td>2010</td>
<td>11,875</td>
<td>11,690</td>
<td>10,955</td>
<td>0</td>
</tr>
<tr>
<td>2011</td>
<td>15,368</td>
<td>12,767</td>
<td>9,575</td>
<td>0</td>
</tr>
<tr>
<td>2012</td>
<td>14,120</td>
<td>12,164</td>
<td>10,084</td>
<td>2,986</td>
</tr>
<tr>
<td>2013*</td>
<td>13,414</td>
<td>12,092</td>
<td>9,281</td>
<td>3,561</td>
</tr>
</tbody>
</table>

*Projected

Note: Started new process of inspecting mechanical installations (HVAC) in 2012.
INSPECTIONS, LICENSES and PERMITS

PERMITS ACTIVITY

*Projected (includes plumbing and electrical postcard permits and does not include town permits).

Note: Started new process of inspecting mechanical installations (HVAC) in 2012.
DEPARTMENT:  INSPECTIONS, LICENSES & PERMITS
DIVISION:  Director of DILP
INDEX:  261000

ORIGIN/PURPOSE:

The Director of DILP is charged with the performance of all functions and duties within the department, including: enforcement of electrical, HVACR/Mechanical, plumbing and building codes; enforcement of County animal control, mobile home park and abandoned building ordinances; and enforcement of codes and ordinances through issuance and sale of licenses, permits, and inspections. The Director renders permits and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace and coordinates a centralized computer system encompassing all licensing programs and building, electrical 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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>435,551</td>
<td>451,479</td>
<td>396,352</td>
<td>422,173</td>
<td>422,173</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>8,817</td>
<td>6,519</td>
<td>9,351</td>
<td>6,501</td>
<td>6,501</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>901</td>
<td>901</td>
<td>1,200</td>
<td>1,200</td>
<td>1,200</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>69,125</td>
<td>76,072</td>
<td>82,005</td>
<td>83,905</td>
<td>83,905</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>21,777</td>
<td>21,777</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>9,574</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>523,968</strong></td>
<td><strong>534,971</strong></td>
<td><strong>488,908</strong></td>
<td><strong>535,556</strong></td>
<td><strong>535,556</strong></td>
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FUNDING SOURCE:

<table>
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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>523,968</td>
<td>534,971</td>
<td>488,908</td>
<td>535,556</td>
<td>535,556</td>
</tr>
</tbody>
</table>
The $46,648 net increase in funding for Inspections, Licenses & Permits - Director of DILP is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,432</td>
<td>14,432</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>9,127</td>
<td>9,127</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>27,967</td>
<td>31,074</td>
<td>3,107 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>31,480</td>
<td>30,232</td>
<td>(1,248) Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>22,878</td>
<td>23,306</td>
<td>428 FICA adjustment</td>
</tr>
<tr>
<td>1,379</td>
<td>1,979</td>
<td>600 Telephone Service - increase provides Verizon service for one new iPad @ $50 per month for new EnerGov system</td>
</tr>
<tr>
<td>3,900</td>
<td>0</td>
<td>(3,900) Communication Service - now using County wide radio system vs old stand alone system</td>
</tr>
<tr>
<td>53,300</td>
<td>55,650</td>
<td>2,350 Line items significantly adjusted based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,700</td>
<td>4,150</td>
<td>450 Office Equipment</td>
</tr>
<tr>
<td>46,000</td>
<td>47,000</td>
<td>1,000 Fuel Charges</td>
</tr>
<tr>
<td>3,600</td>
<td>4,500</td>
<td>900 Non Targeted Charges-FVS</td>
</tr>
<tr>
<td>53,300</td>
<td>55,650</td>
<td>2,350</td>
</tr>
</tbody>
</table>

| 21,777 | 21,777 | Equipment - funding provides for 27 iPads and 6 scanners to be used with EnerGov Permitting and Land Management system |
### Division Staff Summary

**Department:** INSPECTIONS, LICENSES AND PERMITS  
**Division:** DIRECTOR OF INSPECTIONS, LICENSES AND PERMITS  

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Secretary II</td>
<td>1.00</td>
<td>42,760</td>
<td>1.00</td>
<td>42,760</td>
<td>1.00</td>
<td>44,471</td>
</tr>
<tr>
<td>Deputy Director of DILP</td>
<td>1.00</td>
<td>81,755</td>
<td>1.00</td>
<td>81,755</td>
<td>1.00</td>
<td>85,025</td>
</tr>
<tr>
<td>Director of Inspections, Licenses &amp; Permits</td>
<td>1.00</td>
<td>121,217</td>
<td>1.00</td>
<td>121,217</td>
<td>1.00</td>
<td>126,066</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>65,009</td>
<td>1.00</td>
<td>65,009</td>
<td>1.00</td>
<td>67,610</td>
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</table>

**Salary Total**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th></th>
<th>FY 13</th>
<th></th>
<th>FY 14</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.00</td>
<td>310,741</td>
<td>4.00</td>
<td>310,741</td>
<td>4.00</td>
<td>323,172</td>
</tr>
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</table>

**Other Personal Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>40,396</td>
<td>27,967</td>
<td>32,317</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>2,363</td>
<td>2,726</td>
<td>2,809</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>37,117</td>
<td>31,480</td>
<td>30,232</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
</tr>
<tr>
<td>FICA</td>
<td>22,878</td>
<td>22,878</td>
<td>23,956</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>560</td>
<td>560</td>
<td>560</td>
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</tbody>
</table>

**Total Other Personal Services**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>103,314</td>
<td>85,611</td>
<td>99,001</td>
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</table>

**Total 27th Pay Cost**

<p>| | | | |</p>
<table>
<thead>
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<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>14,386</td>
<td>0</td>
<td>0</td>
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**Total Personal Services**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th></th>
<th>FY 13</th>
<th></th>
<th>FY 14</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.00</td>
<td>428,441</td>
<td>4.00</td>
<td>396,352</td>
<td>4.00</td>
<td>422,173</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
ORIGIN/PURPOSE:

This Division is responsible for plans review and inspections of all construction for which building permits have been issued to ensure compliance with applicable codes.

Building Services is also responsible for issuing Use and Occupancy Certificates and licenses for dogs, taxi cab owners, taxi cab drivers, towing businesses, solicitors, pawn brokers, auctioneers, pet shops, grooming for dogs, massage establishments and personal care boarding homes.

This Division is accountable for funds collected for licenses, commercial, and residential plans review and maintaining appropriate records.

FY '13 - '14 GOAL:

1. DECREASE THE NUMBER OF CODE VIOLATIONS AND IMPROVE HOUSING STOCK WITHIN THE COUNTY
2. DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,102,420</td>
<td>1,046,121</td>
<td>965,324</td>
<td>975,304</td>
<td>975,304</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,863</td>
<td>4,729</td>
<td>6,200</td>
<td>9,800</td>
<td>9,800</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>12,628</td>
<td>14,197</td>
<td>18,150</td>
<td>16,950</td>
<td>16,950</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,172</td>
<td>9,646</td>
<td>5,465</td>
<td>5,465</td>
<td>5,465</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>136</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,121,083</td>
<td>1,074,829</td>
<td>995,139</td>
<td>1,007,519</td>
<td>1,007,519</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Source</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>1,121,083</td>
<td>1,074,829</td>
<td>995,139</td>
<td>1,007,519</td>
<td>1,007,519</td>
</tr>
</tbody>
</table>
The $12,380 net increase in funding for Inspections, Licenses & Permits - Building Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>676,095</td>
<td>685,561</td>
<td>9,466</td>
</tr>
<tr>
<td>9,466</td>
<td>9,466</td>
<td>Salary Adjustments based on the recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td>24,814</td>
<td>24,814</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>18,255</td>
<td>18,255</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>(50,467)</td>
<td>(50,467)</td>
<td>One (1) vacant Licensing Clerk position abolished:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>(1.00)</td>
<td>(27,500)</td>
<td>(22,967)</td>
<td>(50,467)</td>
</tr>
<tr>
<td>163,003</td>
<td>166,590</td>
<td>3,587</td>
<td>Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>60,849</td>
<td>65,532</td>
<td>4,683</td>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>11,976</td>
<td>12,998</td>
<td>1,022</td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>51,721</td>
<td>50,341</td>
<td>(1,380)</td>
<td>FICA adjustment</td>
</tr>
<tr>
<td>6,200</td>
<td>9,800</td>
<td>3,600</td>
<td>Telephone Service - increase provides Verizon service for six new iPads @ $50 per month for new EnerGov system</td>
</tr>
<tr>
<td>5,500</td>
<td>5,000</td>
<td>(500)</td>
<td>Printing Commercial - decrease based on actuals</td>
</tr>
<tr>
<td>9,700</td>
<td>9,000</td>
<td>(700)</td>
<td>General Office Mailing - decrease based on actuals</td>
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## DIVISION STAFF SUMMARY

**DEPARTMENT:** INSPECTIONS, LICENSES AND PERMITS  
**DIVISION:** BUILDING SERVICES  
**Index No. 263000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>41,309</td>
<td>2.00</td>
<td>74,409</td>
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<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>62,167</td>
<td>0.00</td>
<td>0</td>
<td>2.00</td>
<td>79,707 A</td>
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<tr>
<td>Building Inspections Supervisor</td>
<td>1.00</td>
<td>85,550</td>
<td>1.00</td>
<td>87,050</td>
<td>1.00</td>
<td>90,532</td>
</tr>
<tr>
<td>Commercial Inspector</td>
<td>1.00</td>
<td>62,484</td>
<td>1.00</td>
<td>63,984</td>
<td>1.00</td>
<td>66,543</td>
</tr>
<tr>
<td>Inspector II</td>
<td>3.00</td>
<td>173,897</td>
<td>3.00</td>
<td>173,897</td>
<td>3.00</td>
<td>180,853</td>
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<tr>
<td>Inspector III</td>
<td>1.00</td>
<td>60,285</td>
<td>1.00</td>
<td>60,285</td>
<td>1.00</td>
<td>62,696</td>
</tr>
<tr>
<td>Licensing Clerk</td>
<td>1.00</td>
<td>30,241</td>
<td>1.00</td>
<td>27,500</td>
<td>0.00</td>
<td>0 B</td>
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<tr>
<td>Plans Reviewer II</td>
<td>2.00</td>
<td>123,790</td>
<td>1.00</td>
<td>52,800</td>
<td>1.00</td>
<td>52,800</td>
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<tr>
<td>Senior Plans Reviewer</td>
<td>1.00</td>
<td>85,550</td>
<td>2.00</td>
<td>136,170</td>
<td>2.00</td>
<td>141,616</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**  
12.00 725,273 12.00 676,095 11.00 674,747

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td></td>
<td>94,285</td>
<td></td>
<td>60,849</td>
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<td>67,475</td>
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<tr>
<td>Workers' Compensation</td>
<td></td>
<td>12,596</td>
<td></td>
<td>11,976</td>
<td></td>
<td>13,264</td>
</tr>
<tr>
<td>Health Benefits</td>
<td></td>
<td>167,591</td>
<td></td>
<td>163,003</td>
<td></td>
<td>148,405</td>
</tr>
<tr>
<td>PEHP</td>
<td></td>
<td>55,483</td>
<td></td>
<td>51,721</td>
<td></td>
<td>51,618</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td>1,680</td>
<td></td>
<td>1,680</td>
<td></td>
<td>1,540</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
331,635 289,229 300,557

**TOTAL 27TH PAY COST**  
33,655 0 0

**TOTAL PERSONAL SERVICES**  
12.00 1,090,563 * 12.00 965,324 11.00 975,304

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Administrative Assistant I positions upgraded to Administrative Assistant II - #0446, 0457

B - One (1) vacant Licensing Clerk position abolished - #3226
Department Goal
To decrease the number of building code violations during final inspection and reduce the number of reinspections.

Department Objective
To improve the quality of housing stock and to ensure it meets building code requirements.

County Goal(s) Supported
I. Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$991,947</td>
<td>$1,137,955</td>
<td>$1,206,343</td>
<td>$995,139</td>
<td>$1,007,519</td>
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<tr>
<td>Number of staff</td>
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<td>12</td>
<td>12*</td>
<td>12*</td>
<td>11***</td>
</tr>
<tr>
<td>Number of inspectors</td>
<td>5*</td>
<td>4*</td>
<td>4**</td>
<td>4**</td>
<td>4**</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of final building inspections performed</td>
<td>3,862</td>
<td>3,672</td>
<td>3,650</td>
<td>3,703</td>
<td>3,789</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of final inspections per inspector</td>
<td>772</td>
<td>918</td>
<td>913</td>
<td>926</td>
<td>947</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of approved final inspections</td>
<td>3,252</td>
<td>3,020</td>
<td>3,155</td>
<td>3,243</td>
<td>3,328</td>
</tr>
<tr>
<td>Number of disapproved final inspections</td>
<td>610</td>
<td>652</td>
<td>495</td>
<td>460</td>
<td>461</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of final inspections that are disapproved</td>
<td>15.8%</td>
<td>17.8%</td>
<td>13.6%</td>
<td>12.4%</td>
<td>12.2%</td>
</tr>
</tbody>
</table>

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
This Division is responsible for reviewing plans and permit applications, issuing permits, master and journeyperson plumbing certificates of registration, master gas fitters certificate of registration, liquid petroleum gas fitters certificate of registration, utility contractor certificate of registration, journey utility certificate of registration, septic installer certificate of registration, journey septic installer certificate of registration, master HVACR certificate of registration, master restricted HVACR certificate of registration, journeyperson HVACR certificate of registration, limited mechanical certificate of registration, and apprentice HVACR certificate of registration. Plumbing, mechanical, gas fitting, storm water and utility work is inspected for compliance with applicable codes for all residential, commercial and industrial construction.

This Division enforces the Harford County Plumbing Code, Harford County Mechanical Code and National Fuel Gas Code. Workmanship and code compliance is monitored during construction. New methods of service are coordinated with Harford County Health Department, Maryland Plumbing and Heating Cooling Contractors, Baltimore Gas and Electric and Harford County Utility Contractors Association. This Division also acts as liaison for the Harford County Plumbing Board, HVACR Board and implements local/state requirements governing water saving fixtures, plumbing systems and mechanical systems.

**FY '13 - '14 GOAL:**

5. DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION THEREBY REDUCING THE NUMBER OF REINSPECTIONS

6. DECREASE THE NUMBER OF MECHANICAL CODE VIOLATIONS THEREBY REDUCING THE NUMBER OF REINSPECTIONS

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>480,390</td>
<td>504,894</td>
<td>534,345</td>
<td>557,213</td>
<td>557,213</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
<td>2,792</td>
<td>2,725</td>
<td>3,900</td>
<td>5,200</td>
<td>5,200</td>
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<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>3,692</td>
<td>4,762</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>501</td>
<td>875</td>
<td>1,605</td>
<td>1,605</td>
<td>1,605</td>
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<tr>
<td>MISCELLANEOUS</td>
<td>2,160</td>
<td>2,240</td>
<td>3,200</td>
<td>3,200</td>
<td>3,200</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td><strong>489,535</strong></td>
<td><strong>515,496</strong></td>
<td><strong>548,050</strong></td>
<td><strong>572,218</strong></td>
<td><strong>572,218</strong></td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| GENERAL | 489,535 | 515,496 | 548,050 | 572,218 | 572,218 |

600
### FINANCIAL NOTES:

The $24,168 net increase in funding for Inspections, Licenses & Permits - Plumbing Services is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>14,566</td>
<td>14,566</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>119,826</td>
<td>120,166</td>
<td>340 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>31,323</td>
<td>34,803</td>
<td>3,480 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>7,561</td>
<td>7,479</td>
<td>(82) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>3,300</td>
<td>4,600</td>
<td>1,300 Telephone Service - increase provides Verizon service for four new iPads, for field inspectors @ $ 50 per month for new EnerGov system offset slightly based on actual expense history.</td>
</tr>
</tbody>
</table>
# Division Staff Summary

**Department:** INSPECTIONS, LICENSES AND PERMITS  
**Division:** PLUMBING SERVICES  
**Index No.:** 264000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Chief, Inspections, Licenses &amp; Permits</td>
<td>1.00</td>
<td>64,300</td>
<td>1.00</td>
</tr>
<tr>
<td>Commercial Inspector</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
</tr>
<tr>
<td>Inspector II</td>
<td>2.00</td>
<td>92,758</td>
<td>2.00</td>
</tr>
<tr>
<td>Inspector III</td>
<td>1.00</td>
<td>64,366</td>
<td>1.00</td>
</tr>
<tr>
<td>Permits Technician</td>
<td>2.00</td>
<td>73,207</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>7.00</strong></td>
<td><strong>342,031</strong></td>
<td><strong>7.00</strong></td>
</tr>
</tbody>
</table>

**Other Personal Services**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>44,464</td>
<td>31,323</td>
<td>36,020</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>6,410</td>
<td>7,561</td>
<td>7,731</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>119,450</td>
<td>119,826</td>
<td>120,166</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>26,165</td>
<td>26,624</td>
<td>27,555</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>980</td>
<td>980</td>
<td>980</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>197,469</strong></td>
<td><strong>186,314</strong></td>
<td><strong>197,016</strong></td>
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</table>

**Total 27th Pay Cost**

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<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15,871</td>
<td>0</td>
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**Total Personal Services**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>555,371</td>
<td>534,345</td>
<td>557,213</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
Department Goal
To 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 requirements.

County Goal(s) Supported
I. Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
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<tr>
<td>Dollars allocated</td>
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<td>$502,650</td>
<td>$590,133</td>
<td>$548,050</td>
<td>$572,218</td>
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<td>6</td>
<td>6*</td>
<td>6*</td>
<td>7</td>
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<tr>
<td>Number of Inspectors</td>
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<td>3*</td>
<td>3*</td>
<td>4</td>
</tr>
<tr>
<td>Output:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of final plumbing inspections performed</td>
<td>3,394</td>
<td>3,365</td>
<td>5,216</td>
<td>5,672</td>
<td>5,763</td>
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<tr>
<td>Efficiency:</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Number of final inspections per inspector</td>
<td>849</td>
<td>1,122</td>
<td>1,738</td>
<td>1,809</td>
<td>1,441</td>
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<tr>
<td>Service Quality:</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Number of approved final inspections</td>
<td>2,621</td>
<td>2,661</td>
<td>4,291</td>
<td>4,728</td>
<td>4,815</td>
</tr>
<tr>
<td>Number of disapproved final inspections</td>
<td>773</td>
<td>704</td>
<td>925</td>
<td>942</td>
<td>947</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of final inspections that are disapproved</td>
<td>22.8%</td>
<td>20.9%</td>
<td>17.7%</td>
<td>16.6%</td>
<td>16.4%</td>
</tr>
</tbody>
</table>

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
ORIGIN/PURPOSE:

The Electrical Services Division was created by Executive Order No. 73-8 and later adopted by Bill No. 78-3.

This Division is responsible for issuing permits and performing inspections of all new electrical installations of light, heat, or power within or on public and private buildings, structures or premises in the County, including yards, carnivals, parking lots, fairs, industrial substations and installations covered by the National Electric Code. Additionally, this Division prepares, administers, and grades electrical examinations for master, limited, restricted and journeymen licenses and assists in enforcement of code and license violations. This Division cooperates with the State Fire Marshal, when requested on fire damage of possible electrical origin.

FY '13 - '14 GOAL:

4 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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>586,763</td>
<td>607,854</td>
<td>551,208</td>
<td>591,844</td>
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<td>3,375</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
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<td>823</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>960</td>
<td>920</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
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<tr>
<td>80 INTER-GOVERNMENTAL/INTERFUND</td>
<td>0</td>
<td>3,807</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>597,735</td>
<td>623,738</td>
<td>565,008</td>
<td>608,644</td>
<td>608,644</td>
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</table>

FUNDING SOURCE:

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>597,735</td>
<td>623,738</td>
<td>565,008</td>
<td>608,644</td>
<td>608,644</td>
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</table>
The $43,636 net increase in funding for Inspections, Licenses & Permits - Electrical Services is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,009</td>
<td>18,009</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>103,692</td>
<td>118,081</td>
<td>14,389 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>33,840</td>
<td>37,600</td>
<td>3,760 Pension/Retirement rate adjustments per Treasury's estimates</td>
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<tr>
<td>7,932</td>
<td>7,846</td>
<td>(86) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>3,300</td>
<td>6,300</td>
<td>3,000 Telephone Service - increase provides Verizon service for five new iPads, for field inspectors @ $50 per month for new EnerGov system</td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>FY 12 POSITIONS</td>
<td>FY 12 SALARIES</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>48,592</td>
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<tr>
<td>Chief, Inspections, Licenses &amp; Permits</td>
<td>1.00</td>
<td>79,420</td>
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<tr>
<td>Commercial Inspector</td>
<td>1.00</td>
<td>55,456</td>
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<tr>
<td>Inspector II</td>
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<td>93,545</td>
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<tr>
<td>Inspector III</td>
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<td>Permits Technician</td>
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<td>40,107</td>
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<td><strong>SALARY TOTAL</strong></td>
<td><strong>7.00</strong></td>
<td><strong>376,000</strong></td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>48,880</td>
<td>33,840</td>
<td>39,104</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>6,871</td>
<td>7,932</td>
<td>8,160</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>103,440</td>
<td>103,692</td>
<td>118,081</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
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<td>4,564</td>
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<tr>
<td>FICA</td>
<td>28,764</td>
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<td>29,915</td>
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<tr>
<td>Miscellaneous</td>
<td>980</td>
<td>980</td>
<td>980</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>188,935</strong></td>
<td><strong>175,208</strong></td>
<td><strong>200,804</strong></td>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>7.00</strong></td>
<td><strong>582,383</strong></td>
<td><strong>7.00</strong></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
INSPECTIONS, LICENSES AND PERMITS - ELECTRICAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**
To decrease the number of electrical code violations and reduce the number of re-inspections.

**Department Objective:**
To improve the quality of housing stock and to ensure it meets electrical code requirements.

**County Goal(s) Supported:**
I. Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$542,969</td>
<td>$601,669</td>
<td>$637,957</td>
<td>$565,008</td>
<td>$608,644</td>
</tr>
<tr>
<td>Number of staff</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Number of inspectors</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
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<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of final electrical inspections performed</td>
<td>4,463</td>
<td>4,791</td>
<td>4,877</td>
<td>5,153</td>
<td>5,366</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of final inspections per inspector</td>
<td>1,116</td>
<td>1,198</td>
<td>1,219</td>
<td>1,288</td>
<td>1,341</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of approved final inspections</td>
<td>3,141</td>
<td>3,289</td>
<td>3,375</td>
<td>3,725</td>
<td>3,939</td>
</tr>
<tr>
<td>Number of disapproved final inspections</td>
<td>1,322</td>
<td>1,502</td>
<td>1,502</td>
<td>1,428</td>
<td>1,427</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of final inspections that are disapproved</td>
<td>29.6%</td>
<td>31.4%</td>
<td>30.8%</td>
<td>27.7%</td>
<td>26.6%</td>
</tr>
</tbody>
</table>

**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.
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 plain 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 Emergency Operations Center regarding mitigation and preparation for disasters. This office provides damage assessment training to the Department's inspectors and works with the Animal Control Division regarding pet sheltering. This office 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 Certificates 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 office will send a notice of violation to the property owner, in accordance with Harford County Code Chapters 82, 179 and/or109, 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 '13 - '14 GOAL:
2 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)
**DEPARTMENT:** INSPECTIONS, LICENSES & PERMITS  
**DIVISION:** Manufactured Housing/Abandoned Property  
**INDEX:** 266000

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th><strong>AUDITED FY 11</strong></th>
<th><strong>AUDITED FY 12</strong></th>
<th><strong>ORIGINAL BUDGET FY 13</strong></th>
<th><strong>EXECUTIVE PROPOSED FY 14</strong></th>
<th><strong>ENACTED FY 14</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONAL SERVICES</strong></td>
<td>194,126</td>
<td>203,803</td>
<td>182,572</td>
<td>204,409</td>
<td>204,409</td>
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<tr>
<td><strong>CONTRACTUAL SERVICES</strong></td>
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<td>24,888</td>
<td>36,030</td>
<td>37,230</td>
<td>37,230</td>
</tr>
<tr>
<td><strong>SUPPLIES &amp; MATERIALS</strong></td>
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<td>1,123</td>
<td>1,150</td>
<td>1,050</td>
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<td><strong>BUSINESS &amp; TRAVEL</strong></td>
<td>82</td>
<td>324</td>
<td>315</td>
<td>515</td>
<td>515</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
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<td><strong>230,138</strong></td>
<td><strong>220,067</strong></td>
<td><strong>243,204</strong></td>
<td><strong>243,204</strong></td>
</tr>
</tbody>
</table>

### FUNDING SOURCE:

- **GENERAL**
  - **207,530**
  - **230,138**
  - **220,067**
  - **243,204**
  - **243,204**

### FINANCIAL NOTES:

The $23,137 net increase in funding for Inspections, Licenses, & Permits - Manufactured Housing/Abandoned Property is the result of:

<table>
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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
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<td>129,173</td>
<td>136,573</td>
<td>7,400 Full Time Salaries</td>
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<tr>
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<td></td>
<td>7,400 Salary Adjustments based on the recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td>6,573</td>
<td>6,573</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
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<tr>
<td>11,626</td>
<td>13,657</td>
<td>2,031 Pension/Retirement rate adjustments per Treasury's estimates</td>
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**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>CHANGE</th>
<th>FY 13</th>
<th>FY 14</th>
<th></th>
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<tr>
<td>158</td>
<td>3,475</td>
<td>3,633</td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>545</td>
<td>28,136</td>
<td>28,681</td>
<td>Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>566</td>
<td>9,882</td>
<td>10,448</td>
<td>FICA adjustment</td>
</tr>
<tr>
<td>1,200</td>
<td>1,030</td>
<td>2,230</td>
<td>Telephone Service - increase provides Verizon service for two new iPads @ $50 per month for new EnerGov system</td>
</tr>
<tr>
<td>0</td>
<td>35,000</td>
<td>35,000</td>
<td>Other Professional Services - razing and boarding of structures, abate sediment &amp; erosion, concentration on Enterprise Zones</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** INSPECTIONS, LICENSES AND PERMITS  
**DIVISION:** MANUFACTURED HOUSING/ABANDONED PROPERTY  
**Index No. 266000**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
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<td>83,773</td>
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<td>83,773</td>
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<td>Inspector III</td>
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<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>54,912 A</td>
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**SALARY TOTAL**  
2.00 127,673  
2.00 129,173  
2.00 142,036

**OTHER PERSONAL SERVICES**

<table>
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<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>16,597</td>
<td>11,626</td>
<td>14,204</td>
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<tr>
<td>Workers' Compensation</td>
<td>2,975</td>
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<td>3,778</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>28,171</td>
<td>28,136</td>
<td>28,681</td>
</tr>
<tr>
<td>PEHP</td>
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<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>9,767</td>
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<td>10,866</td>
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<tr>
<td>Miscellaneous</td>
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<td>280</td>
<td>280</td>
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</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
57,790  
53,399  
62,373

**TOTAL 27TH PAY COST**  
5,925  
0  
0

**TOTAL PERSONAL SERVICES**  
2.00 191,388  
2.00 182,572  
2.00 204,409

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Inspector II position upgraded to an Inspector III - #3338
This Division is responsible for enforcing Harford County's Animal Control Laws through conducting inspections/investigations, issuing necessary citations, and filing court charges, as required. The Division also enforces the Annotated Code of Maryland for cruelty and dangerous dog violations.

The Division's employees assist State, County, and local police in removing animals in vehicle accidents or creating traffic hazards. We also assist the Health Department officials with suspected rabid animal cases.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>533,536</td>
<td>561,669</td>
<td>500,713</td>
<td>541,919</td>
<td>541,919</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,433</td>
<td>2,817</td>
<td>5,000</td>
<td>7,200</td>
<td>7,200</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
<td>3,548</td>
<td>5,287</td>
<td>6,575</td>
<td>6,675</td>
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<td>54,580</td>
<td>62,115</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>450,000</td>
<td>450,000</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTERFUND</td>
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<td>31</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>GRAND TOTAL</td>
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<td>1,074,384</td>
<td>575,403</td>
<td>618,909</td>
<td>618,909</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| 11 GENERAL            | 1,037,462   | 1,074,384    | 575,403               | 618,909                  | 618,909      |
**DEPARTMENT:** INSPECTIONS, LICENSES & PERMITS  
**DIVISION:** Animal Control  
**INDEX:** 267000

**FINANCIAL NOTES:**

The $43,506 net increase in funding for Inspections, Licenses & Permits - Animal Control is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>16,457</td>
<td>16,457</td>
<td></td>
</tr>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>9,127</td>
<td>9,127</td>
<td></td>
</tr>
<tr>
<td>Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>87,798</td>
<td>100,103</td>
<td>12,305</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>30,762</td>
<td>34,181</td>
<td>3,419</td>
</tr>
<tr>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
<td>9,420</td>
<td>9,318</td>
<td>(102)</td>
</tr>
<tr>
<td>Telephone Service - increase provides Verizon service for six new iPads, for field officers @ $ 50 per month for new EnerGov system offset slightly based on actual expense history.</td>
<td>3,700</td>
<td>6,400</td>
<td>2,700</td>
</tr>
<tr>
<td>Communication Service - now using County wide radio system vs old stand alone system</td>
<td>500</td>
<td>0</td>
<td>(500)</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>2,900</td>
<td>3,000</td>
<td>100</td>
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<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Office Supplies</td>
<td>700</td>
<td>800</td>
<td>100</td>
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<tr>
<td>Printing - Commercial</td>
<td>1,500</td>
<td>1,400</td>
<td>(100)</td>
</tr>
<tr>
<td>General Office Mailing</td>
<td>700</td>
<td>800</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>2,900</td>
<td>3,000</td>
<td>100</td>
</tr>
<tr>
<td>Confidential Expenses - funding for Humane Animal Rescue and Care</td>
<td>1,000</td>
<td>1,000</td>
<td>0</td>
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</table>
DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS
DIVISION: ANIMAL CONTROL

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>Positions</th>
<th>FY 12</th>
<th>Salaries</th>
<th>Positions</th>
<th>FY 13</th>
<th>Salaries</th>
<th>Positions</th>
<th>FY 14</th>
<th>Salaries</th>
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<tr>
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<td>42,760</td>
<td>1.00</td>
<td>42,760</td>
<td>1.00</td>
<td>44,471</td>
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<tr>
<td>Animal Control Officer II</td>
<td>5.00</td>
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<td>5.00</td>
<td>208,108</td>
<td>5.00</td>
<td>216,432</td>
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<tr>
<td>Chief Animal Control Officer</td>
<td>1.00</td>
<td>62,484</td>
<td>1.00</td>
<td>62,484</td>
<td>1.00</td>
<td>64,983</td>
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<tr>
<td>Clerk Typist</td>
<td>1.00</td>
<td>28,453</td>
<td>1.00</td>
<td>28,453</td>
<td>1.00</td>
<td>29,591</td>
<td></td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>8.00</strong></td>
<td><strong>341,805</strong></td>
<td><strong>8.00</strong></td>
<td><strong>341,805</strong></td>
<td><strong>8.00</strong></td>
<td><strong>355,477</strong></td>
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OTHER PERSONAL SERVICES

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<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>44,435</td>
<td>30,762</td>
<td>35,548</td>
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<tr>
<td>Workers' Compensation</td>
<td>8,174</td>
<td>9,420</td>
<td>9,690</td>
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<tr>
<td>Health Benefits</td>
<td>88,087</td>
<td>87,798</td>
<td>100,103</td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>3,400</td>
<td>3,400</td>
<td>3,400</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
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<tr>
<td>FICA</td>
<td>26,408</td>
<td>26,408</td>
<td>27,454</td>
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<tr>
<td>Miscellaneous</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>171,624</td>
<td>158,908</td>
<td>186,442</td>
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**TOTAL 27TH PAY COST**

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<tr>
<th>FY 12</th>
<th>FY 13</th>
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<tbody>
<tr>
<td>15,871</td>
<td>0</td>
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**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>8.00</td>
<td>529,300*</td>
<td>8.00</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>550,000</td>
<td>0</td>
<td>0</td>
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<tr>
<td>GRAND TOTAL</td>
<td>0</td>
<td>0</td>
<td>550,000</td>
<td>0</td>
<td>0</td>
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</table>

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>0</td>
<td>0</td>
<td>550,000</td>
<td>0</td>
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</table>

**FINANCIAL NOTES:**

The ($550,000) net decrease in funding for Inspections, Licenses & Permits - Humane Society is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>550,000</td>
<td>0</td>
<td>(550,000) Payment to Other Government Agencies - County's support of the Humane Society of Harford County for animal housing and care has been moved under miscellaneous index 709110 per Council Amendments # 11 and # 12</td>
</tr>
</tbody>
</table>
DEPARTMENT OF PUBLIC WORKS

County Executive

Director of Administration

Director of Public Works

Office of the Director
Division of Construction Management
Division of Highways
Division of Environmental Services
Division of Water and Sewer
Division of Stormwater Management
**DEPARTMENT OF PUBLIC WORKS**

**ORIGIN/PURPOSE:**

The largest department within Harford County Government, Public Works, instituted by the County Charter, Article IV, Section 402 (amended by Bill No. 88-35), and Section 407 is charged with the design, management and construction of capital projects; construction, maintenance, and acceptance of County roads, bridges, and associated structures; operation and maintenance of sewage collection disposal and treatment facilities; regulation, operation, maintenance and control of water supply; management of solid waste; and production and maintenance of related documents.

The Department of Public Works, under the management of its Director's Office is divided into four major divisions: Water and Sewer, Highways and Water Resources, Division of Construction Management and Environmental Services.

**MISSION STATEMENT:**

HARFORD COUNTY DEPARTMENT OF PUBLIC WORKS, GUIDED BY COMMON SENSE, ACCOUNTABILITY, AND COMPASSION STRIVES TO PLAN, CONSTRUCT, AND MAINTAIN THE INFRASTRUCTURE TO DELIVER A TRANSPORTATION NETWORK, WATER, WASTEWATER, SOLID WASTE MANAGEMENT SERVICES, AND PUBLIC FACILITIES TO ENHANCE THE QUALITY OF LIFE FOR ALL.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Category</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>34,713,354</td>
<td>35,468,855</td>
<td>34,020,022</td>
<td>35,616,139</td>
<td>35,616,139</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>18,144,853</td>
<td>18,257,679</td>
<td>20,550,370</td>
<td>21,880,763</td>
<td>21,880,763</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>4,950,103</td>
<td>4,676,161</td>
<td>6,108,320</td>
<td>6,612,305</td>
<td>6,612,305</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>2,263,655</td>
<td>2,417,104</td>
<td>2,448,630</td>
<td>2,657,215</td>
<td>2,657,215</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>596,684</td>
<td>556,136</td>
<td>858,687</td>
<td>946,140</td>
<td>946,140</td>
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<tr>
<td>70 MISCELLANEOUS</td>
<td>16,040,461</td>
<td>15,759,934</td>
<td>16,589,566</td>
<td>19,820,061</td>
<td>17,180,052</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>1,888,119</td>
<td>526,147</td>
<td>625,300</td>
<td>626,625</td>
<td>626,625</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>78,597,229</strong></td>
<td><strong>77,662,016</strong></td>
<td><strong>81,200,895</strong></td>
<td><strong>88,159,248</strong></td>
<td><strong>85,519,239</strong></td>
</tr>
</tbody>
</table>

**SUMMARY BY FUND:**

<table>
<thead>
<tr>
<th>Category</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>2,349,543</td>
<td>2,538,173</td>
<td>2,424,295</td>
<td>2,567,218</td>
<td>2,567,218</td>
</tr>
<tr>
<td>25 HIGHWAYS</td>
<td>28,995,791</td>
<td>26,649,926</td>
<td>28,719,333</td>
<td>28,512,536</td>
<td>28,512,536</td>
</tr>
<tr>
<td>29 STORMWATER MANAGEMENT</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,900,000</td>
<td>1,259,991</td>
</tr>
<tr>
<td>51 WATER &amp; SEWER OPERATING</td>
<td>35,524,156</td>
<td>36,340,119</td>
<td>37,580,597</td>
<td>40,050,819</td>
<td>40,050,819</td>
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<tr>
<td>55 SOLID WASTE SERVICES</td>
<td>11,727,739</td>
<td>12,133,798</td>
<td>12,476,670</td>
<td>13,128,675</td>
<td>13,128,675</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>78,597,229</strong></td>
<td><strong>77,662,016</strong></td>
<td><strong>81,200,895</strong></td>
<td><strong>88,159,248</strong></td>
<td><strong>85,519,239</strong></td>
</tr>
</tbody>
</table>

618
## DEPARTMENT OF PUBLIC WORKS

### ALL FUND SUMMARY:

<table>
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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ENACTED FY 13</th>
<th>EXECUTED PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td><strong>GENERAL FUND:</strong></td>
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<td>301111 BUREAU OF ENVIRONMENTAL SERVICES</td>
<td>665,934</td>
<td>841,982</td>
<td>748,567</td>
<td>797,328</td>
<td>797,328</td>
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<td>ADMINISTRATION &amp; ENGINEERING</td>
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<td></td>
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<tr>
<td>301241 RECYCLING</td>
<td>1,499,524</td>
<td>1,510,085</td>
<td>1,462,278</td>
<td>1,579,555</td>
<td>1,579,555</td>
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<td>301251 POST CLOSURE</td>
<td>122,422</td>
<td>129,943</td>
<td>134,750</td>
<td>138,275</td>
<td>138,275</td>
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<td>301261 SCARBORO REMEDIATION</td>
<td>45,188</td>
<td>40,663</td>
<td>53,700</td>
<td>42,060</td>
<td>42,060</td>
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<td>301520 ENVIRONMENTAL AFFAIRS NOXIOUS WEED</td>
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<tr>
<td>301530 ENVIRONMENTAL AFFAIRS GYPSY MOTH</td>
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<td>7,500</td>
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<td>301211 BUREAU OF SOLID WASTE MANAGEMENT</td>
<td>3,391,726</td>
<td>3,711,335</td>
<td>3,569,524</td>
<td>3,801,862</td>
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<td>301271 WASTE TO ENERGY</td>
<td>8,336,013</td>
<td>8,422,463</td>
<td>8,907,146</td>
<td>9,326,813</td>
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<td><strong>HIGHWAYS FUND:</strong></td>
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<td>303110 DIRECTOR OF PUBLIC WORKS</td>
<td>284,215</td>
<td>290,662</td>
<td>279,800</td>
<td>280,464</td>
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<td>303125 BUREAU OF CAPITAL PROJECTS MANAGEMENT</td>
<td>731,235</td>
<td>751,837</td>
<td>687,849</td>
<td>721,778</td>
<td>721,778</td>
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<td>303210 BUREAU OF HIGHWAYS ENGINEERING</td>
<td>3,277,322</td>
<td>2,588,040</td>
<td>2,574,071</td>
<td>2,666,674</td>
<td>2,666,674</td>
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<td>303220 BUREAU OF CONSTRUCTION INSPECTIONS</td>
<td>2,698,531</td>
<td>2,718,314</td>
<td>2,579,722</td>
<td>2,682,816</td>
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<td>303310 BUREAU OF WATER RESOURCES</td>
<td>681,276</td>
<td>1,190,842</td>
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<td>303410 BUREAU OF HIGHWAYS MAINTENANCE</td>
<td>19,709,548</td>
<td>18,646,588</td>
<td>19,905,172</td>
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<td>303430 SNOW REMOVAL</td>
<td>1,613,664</td>
<td>463,643</td>
<td>1,466,660</td>
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<td><strong>STORMWATER MANAGEMENT:</strong></td>
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<tr>
<td>303320 STORMWATER MANAGEMENT</td>
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<td>0</td>
<td>3,900,000</td>
<td>1,259,991</td>
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<td>BUREAU OF WATER &amp; SEWER ADMINISTRATION</td>
<td>2,967,506</td>
<td>2,566,952</td>
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<td>9,638,801</td>
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<td>BUREAU OF WATER &amp; SEWER ENGINEERING</td>
<td>1,188,083</td>
<td>1,195,087</td>
<td>1,268,754</td>
<td>1,318,138</td>
<td>1,318,138</td>
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<td>BUREAU OF WATER &amp; SEWER MAINTENANCE</td>
<td>6,112,298</td>
<td>6,367,236</td>
<td>6,564,242</td>
<td>6,939,334</td>
<td>6,939,334</td>
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<tr>
<td>WATER &amp; SEWER WASTEWATER PROCESSING</td>
<td>10,202,345</td>
<td>10,194,647</td>
<td>10,824,889</td>
<td>12,114,644</td>
<td>12,114,644</td>
</tr>
<tr>
<td>WATER &amp; SEWER WATER PRODUCTION</td>
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<td>6,377,396</td>
<td>6,691,719</td>
<td>7,078,786</td>
<td>7,078,786</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>78,597,229</td>
<td>77,662,016</td>
<td>81,200,895</td>
<td>88,159,248</td>
<td>85,519,239</td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>POSITIONS</td>
<td>ENACTED FY 12</td>
<td>ENACTED FY 13</td>
<td>ENACTED FY 14</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>-----------</td>
<td>--------------</td>
<td>---------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>33,100</td>
<td>1.00</td>
<td>33,100</td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>0.00</td>
<td></td>
<td>0.00</td>
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<td></td>
</tr>
<tr>
<td>Chief, Engineering Division</td>
<td>1.00</td>
<td>116,534</td>
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## PUBLIC WORKS - SOLID WASTE SERVICES

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<td>2.00</td>
<td>124,465</td>
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<td>Traffic Sign Mechanic I</td>
<td>3.00</td>
<td>84,507</td>
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<td>0</td>
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<td>37,930</td>
<td>4.00</td>
<td>131,400</td>
<td>4.00</td>
<td>136,656</td>
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<td>Traffic Sign Mechanic III</td>
<td>1.00</td>
<td>45,274</td>
<td>1.00</td>
<td>45,274</td>
<td>1.00</td>
<td>47,085</td>
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<tr>
<td>Utility Worker I</td>
<td>3.00</td>
<td>110,615</td>
<td>3.00</td>
<td>110,093</td>
<td>4.00</td>
<td>147,597</td>
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<tr>
<td>Utility Worker II</td>
<td>2.00</td>
<td>91,192</td>
<td>3.00</td>
<td>140,091</td>
<td>3.00</td>
<td>144,203</td>
</tr>
</tbody>
</table>

| TOTAL FULL-TIME SALARIES             | 205.00    | 10,520,748| 206.00    | 10,407,066| 194.00    | 9,826,498 |
| TOTAL 27TH PAY COST                  | 489,180   | 0         | 0         | 0         |
| SUB-TOTAL HIGHWAYS FUND SALARIES     | 205.00    | 11,009,928| 206.00    | 10,407,066| 194.00    | 9,826,498 |
## Staff Summary

<table>
<thead>
<tr>
<th>Public Works - Stormwater Management Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position Title</strong></td>
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</tr>
<tr>
<td>Administrative Specialist I</td>
</tr>
<tr>
<td>Chief, Construction Inspector</td>
</tr>
<tr>
<td>Civil Engineer II</td>
</tr>
<tr>
<td>Civil Engineer III</td>
</tr>
<tr>
<td>Civil Engineer IV</td>
</tr>
<tr>
<td>Engineering Associate II</td>
</tr>
<tr>
<td>Engineering Associate IV</td>
</tr>
<tr>
<td>Engineering Associate V</td>
</tr>
<tr>
<td>Inspector II</td>
</tr>
<tr>
<td><strong>Sub-Total Stormwater Management Salaries</strong></td>
</tr>
<tr>
<td>POSITION TITLE</td>
</tr>
<tr>
<td>---------------</td>
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<tr>
<td></td>
</tr>
<tr>
<td>Accountant III</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
</tr>
<tr>
<td>Administrative Specialist II</td>
</tr>
<tr>
<td>Assistant Superintendent</td>
</tr>
<tr>
<td>Central Stores Manager</td>
</tr>
<tr>
<td>Chemist</td>
</tr>
<tr>
<td>Chief, Engineering Division</td>
</tr>
<tr>
<td>Chief, Water &amp; Sewer</td>
</tr>
<tr>
<td>Civil Engineer I</td>
</tr>
<tr>
<td>Civil Engineer II</td>
</tr>
<tr>
<td>Civil Engineer III</td>
</tr>
<tr>
<td>Clerk Typist</td>
</tr>
<tr>
<td>Computer Records Assistant</td>
</tr>
<tr>
<td>Computer System Engineer III</td>
</tr>
<tr>
<td>Database Administrator</td>
</tr>
<tr>
<td>Deputy Director Public Works</td>
</tr>
<tr>
<td>Drafting Technician II</td>
</tr>
<tr>
<td>Electrician</td>
</tr>
<tr>
<td>Engineering Associate III</td>
</tr>
<tr>
<td>Engineering Associate IV</td>
</tr>
<tr>
<td>Equipment Repair Specialist</td>
</tr>
<tr>
<td>GIS Coordinator</td>
</tr>
<tr>
<td>Instrumentation Technician</td>
</tr>
<tr>
<td>Laboratory Technician</td>
</tr>
<tr>
<td>Management Assistant II</td>
</tr>
<tr>
<td>POSITION TITLE</td>
</tr>
<tr>
<td>----------------------------------------------------</td>
</tr>
<tr>
<td>Plant Operations Manager</td>
</tr>
<tr>
<td>Plant Operator (Water/Wastewater)</td>
</tr>
<tr>
<td>Plant Operator Trainee I (Water/Wastewater)</td>
</tr>
<tr>
<td>Plant Operator Trainee II (Water/Wastewater)</td>
</tr>
<tr>
<td>Plant Superintendent Water &amp; Sewer</td>
</tr>
<tr>
<td>Pretreatment Inspector</td>
</tr>
<tr>
<td>Process Engineer</td>
</tr>
<tr>
<td>Senior Electric Water &amp; Sewer</td>
</tr>
<tr>
<td>Senior Instrument Technician</td>
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<tr>
<td>Senior Laboratory Technician</td>
</tr>
<tr>
<td>Senior Plant Operator</td>
</tr>
<tr>
<td>Senior W/WW Facility Mechanic</td>
</tr>
<tr>
<td>Shift Supervisor/Plant Operations</td>
</tr>
<tr>
<td>Superintendent of Laboratories</td>
</tr>
<tr>
<td>Superintendent of Water &amp; Sewer Facilities</td>
</tr>
<tr>
<td>Water &amp; Sewer Facilities Maintenance Specialist</td>
</tr>
<tr>
<td>Water &amp; Sewer Permits Technician</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Crew Chief</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Technician I</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Technician II</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Technician III</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Worker I</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Worker II</td>
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<tr>
<td>Water &amp; Sewer Utility Worker III (Certified)</td>
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<td>Water &amp; Sewer Utility Worker III (Non-Certified)</td>
</tr>
<tr>
<td>Water &amp; Sewer Utility Worker IV</td>
</tr>
<tr>
<td>Water/Wastewater Facility Mechanic</td>
</tr>
<tr>
<td>Water/Wastewater Facility Mechanic Trainee</td>
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</tbody>
</table>

STAFF SUMMARY
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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</thead>
<tbody>
<tr>
<td>PUBLIC WORKS - WATER &amp; SEWER FUND</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Meter Mechanic I</td>
<td>1.00</td>
<td>51,958</td>
<td>1.00</td>
<td>27,500</td>
<td>1.00</td>
<td>28,600</td>
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<tr>
<td>Water Meter Mechanic II</td>
<td>7.00</td>
<td>293,227</td>
<td>7.00</td>
<td>293,227</td>
<td>7.00</td>
<td>295,415</td>
</tr>
<tr>
<td>Water Meter Technician I</td>
<td>2.00</td>
<td>107,784</td>
<td>2.00</td>
<td>107,784</td>
<td>2.00</td>
<td>112,096</td>
</tr>
<tr>
<td>Water Meter Technician II</td>
<td>1.00</td>
<td>57,814</td>
<td>1.00</td>
<td>57,814</td>
<td>1.00</td>
<td>60,127</td>
</tr>
<tr>
<td><strong>FULL-TIME SALARIES</strong></td>
<td>170.00</td>
<td>9,280,312</td>
<td>170.00</td>
<td>9,035,212</td>
<td>171.00</td>
<td>9,288,759</td>
</tr>
<tr>
<td><strong>SALARY OFFSET</strong></td>
<td></td>
<td>(11,744)</td>
<td></td>
<td>(11,744)</td>
<td></td>
<td>0</td>
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<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>170.00</td>
<td>9,268,568</td>
<td>170.00</td>
<td>9,023,468</td>
<td>171.00</td>
<td>9,288,759</td>
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<tr>
<td>TEMPORARY SALARIES</td>
<td></td>
<td>107,243</td>
<td></td>
<td>99,778</td>
<td></td>
<td>53,544</td>
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<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td></td>
<td>440,046</td>
<td></td>
<td>0</td>
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<td>0</td>
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<tr>
<td><strong>SUB-TOTAL WATER &amp; SEWER SALARIES</strong></td>
<td>170.00</td>
<td>9,815,857</td>
<td>170.00</td>
<td>9,123,246</td>
<td>171.00</td>
<td>9,342,303</td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>2,961,601</td>
<td>2,018,383</td>
<td>2,288,321</td>
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<tr>
<td>Workers' Compensation</td>
<td>725,715</td>
<td>824,063</td>
<td>835,757</td>
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<tr>
<td>Health Benefits</td>
<td>5,611,790</td>
<td>5,493,335</td>
<td>5,617,522</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>401,605</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>1,443,722</td>
<td>1,500,591</td>
<td>1,669,100</td>
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<tr>
<td>FICA</td>
<td>1,837,108</td>
<td>1,813,654</td>
<td>1,873,485</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>60,900</td>
<td>61,040</td>
<td>61,040</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>12,640,836</td>
<td>11,711,066</td>
<td>12,746,830</td>
</tr>
</tbody>
</table>
## STAFF SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td><strong>PUBLIC WORKS - DEPARTMENT TOTALS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FULL-TIME SALARIES</td>
<td>432.00</td>
<td>22,536,584</td>
<td>433.00</td>
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<tr>
<td>SALARY OFFSET</td>
<td>(11,744)</td>
<td>(11,744)</td>
<td>0</td>
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<tr>
<td>TOTAL PART-TIME SALARIES</td>
<td>0.60</td>
<td>24,960</td>
<td>1.20</td>
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<tr>
<td>TOTAL DEPARTMENTAL TEMPORARY SALARIES</td>
<td>121,143</td>
<td>106,368</td>
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</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>12,640,836</td>
<td>11,711,066</td>
<td>12,746,830</td>
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<tr>
<td>TOTAL 27TH PAY COST</td>
<td>1,058,329</td>
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<td>0</td>
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<tr>
<td>DEPARTMENTAL SALARY TOTAL</td>
<td>432.60</td>
<td>36,370,108</td>
<td>434.20</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
ORIGIN/PURPOSE:
The Director of Public Works provides guidance and administrative support to all divisions within the Department of Public Works. The Director works to provide a more efficient, cost-effective Department of Public Works which will define and meet the needs of our citizens while maintaining a work environment based on common sense, accountability, and compassion.

The Department of Public Works is divided into four major divisions: Water and Sewer, Highways and Water Resources, Environmental Services and Construction Management. This assures support and participation from each division of the Department in water quality planning and improvements. The Director of Public Works is a position mandated by the Harford County Charter that must be held by an individual who possesses a Professional Engineer's license under the laws of the State of Maryland.

FY '13 - '14 GOAL:
1. TO WORK TOWARDS A DEPARTMENT OF PUBLIC WORKS THAT IS EFFICIENT, QUALITY AND CUSTOMER SERVICE ORIENTED, AND AS COST EFFECTIVE AS ANY COMPARABLE ORGANIZATION IN THE REGION, MAKING AND DOCUMENTING THE COMPARISONS AND CHANGES WE VIEW AS NECESSARY, WHILE AT THE SAME TIME PROVIDING FOR A SAFE AND SECURE WORK ENVIRONMENT FOR OUR EMPLOYEES

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>261,202</td>
<td>271,049</td>
<td>258,340</td>
<td>258,189</td>
<td>258,189</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>14,507</td>
<td>15,433</td>
<td>15,910</td>
<td>15,910</td>
<td>15,910</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>98</td>
<td>693</td>
<td>910</td>
<td>975</td>
<td>975</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>2,243</td>
<td>2,932</td>
<td>3,940</td>
<td>4,690</td>
<td>4,690</td>
</tr>
<tr>
<td>80 INTER-GOVT/INTER-FUND</td>
<td>6,165</td>
<td>555</td>
<td>700</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>284,215</td>
<td>290,662</td>
<td>279,800</td>
<td>280,464</td>
<td>280,464</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 25 HIGHWAYS          | 284,215       | 290,662      | 279,800              | 280,464                  | 280,464       |
The $664 net increase in funding for the Director's Office is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>190,488</td>
<td>179,261</td>
<td>(11,227) Full Time Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(11,227) Staff Turnover (5.89%)</td>
</tr>
<tr>
<td>3,222</td>
<td>3,222</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>17,144</td>
<td>17,926</td>
<td>782 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>36,370</td>
<td>38,810</td>
<td>2,440 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>13,620</td>
<td>13,714</td>
<td>94 FICA adjustment</td>
</tr>
<tr>
<td>200</td>
<td>200</td>
<td>0 Other Professional Services - consultant fees as needed</td>
</tr>
<tr>
<td>11,310</td>
<td>11,310</td>
<td>0 Financial Audit - Highways' share of the County Audit per Treasury</td>
</tr>
<tr>
<td>3,550</td>
<td>4,300</td>
<td>750 Line items significantly adjusted, based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,700</td>
<td>2,200</td>
<td>500 Telephone Service</td>
</tr>
<tr>
<td>500</td>
<td>0</td>
<td>(500) Fax Service</td>
</tr>
<tr>
<td>300</td>
<td>400</td>
<td>100 Meals</td>
</tr>
<tr>
<td>900</td>
<td>1,500</td>
<td>600 Lodging</td>
</tr>
<tr>
<td>150</td>
<td>200</td>
<td>50 Professional Books &amp; Periodicals</td>
</tr>
<tr>
<td><strong>3,550</strong></td>
<td><strong>4,300</strong></td>
<td><strong>750</strong></td>
</tr>
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</table>
## Division Staff Summary

**Department:** Public Works - Office of the Director - Highways Fund  
**Division:** Director of Public Works  
**Index No.:** 303110

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Budget Technician II</td>
<td>1.00</td>
<td>68,328</td>
<td>1.00</td>
<td>68,328</td>
<td>1.00</td>
<td>71,061</td>
</tr>
<tr>
<td>Director of Public Works</td>
<td>1.00</td>
<td>122,160</td>
<td>1.00</td>
<td>122,160</td>
<td>1.00</td>
<td>110,933</td>
</tr>
<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td><strong>2.00</strong></td>
<td><strong>190,488</strong></td>
<td><strong>2.00</strong></td>
<td><strong>190,488</strong></td>
<td><strong>2.00</strong></td>
<td><strong>181,994</strong></td>
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### Other Personal Services

<table>
<thead>
<tr>
<th>Description</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>24,763</td>
<td>17,144</td>
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<tr>
<td>Workers' Compensation</td>
<td>381</td>
<td>438</td>
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<tr>
<td>Health Benefits</td>
<td>37,422</td>
<td>36,370</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FICA</td>
<td>13,620</td>
<td>13,620</td>
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<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>280</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>76,466</strong></td>
<td><strong>67,852</strong></td>
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<table>
<thead>
<tr>
<th>Description</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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</thead>
<tbody>
<tr>
<td>27th Pay Cost</td>
<td>8,802</td>
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</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>2.00</strong></td>
<td><strong>266,954</strong></td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts.*
DEPARTMENT OF PUBLIC WORKS
DIVISION OF CONSTRUCTION
MANAGEMENT

County Executive

Director of Administration

Director of Public Works

Deputy Director
Division of Construction Management

Bureau of Capital Projects Management
Bureau of Construction Inspections
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 ‘13 - ’14 KEY GOAL:

1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>3,051,275</td>
<td>3,143,239</td>
<td>2,895,916</td>
<td>3,031,419</td>
<td>3,031,419</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>239,303</td>
<td>214,774</td>
<td>255,350</td>
<td>254,900</td>
<td>254,900</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>16,046</td>
<td>18,403</td>
<td>17,150</td>
<td>18,050</td>
<td>18,050</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>76,139</td>
<td>89,414</td>
<td>95,155</td>
<td>96,225</td>
<td>96,225</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>2,013</td>
<td>737</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>44,990</td>
<td>3,584</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,429,766</td>
<td>3,470,151</td>
<td>3,267,571</td>
<td>3,404,594</td>
<td>3,404,594</td>
</tr>
</tbody>
</table>

SUMMARY BY FUND:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAND TOTAL</td>
<td>3,429,766</td>
<td>3,470,151</td>
<td>3,267,571</td>
<td>3,404,594</td>
<td>3,404,594</td>
</tr>
</tbody>
</table>

SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>303125 BUREAU OF CAPITAL PROJECTS MANAGEMENT</td>
<td>731,235</td>
<td>751,837</td>
<td>687,849</td>
<td>721,778</td>
<td>721,778</td>
</tr>
<tr>
<td>303220 BUREAU OF CONSTRUCTION INSPECTIONS</td>
<td>2,698,531</td>
<td>2,718,314</td>
<td>2,579,722</td>
<td>2,682,816</td>
<td>2,682,816</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,429,766</td>
<td>3,470,151</td>
<td>3,267,571</td>
<td>3,404,594</td>
<td>3,404,594</td>
</tr>
</tbody>
</table>
The $137,023 net increase in funding for Division of Construction Management is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,985,417</td>
<td>1,981,429</td>
<td>(3,988)</td>
</tr>
</tbody>
</table>

Full Time Salaries

- 1,990 Salary adjustments based on the recommendations of the Department of Human Resources
- (5,978) Staff Turnover (0.30%) (3,988)

- 88,239 FY 13 Merit increase of 4% for eligible staff
- 31,946 PEHP (Post Employment Health Plan)
- 178,688 198,143 19,455 Pension/Retirement rate adjustments per Treasury's estimates
- 44,533 43,884 (649) Workers' Compensation rate adjustments per Treasury's estimates
- 422,187 422,699 512 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage
- 139,950 137,900 (2,050) Space & Real Estate Rental - rent for offices at 15 N. Bond Street per Property Manager
- 61,750 61,750 0 Other Professional Services - technical study to recommend standards for application of green or sustainable design to capital projects and engineering services for soil tests, boring, concrete, asphalt, etc.
- 38,075 41,675 3,600 Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,500</td>
<td>21,000</td>
<td>1,500 Telephone Service</td>
</tr>
<tr>
<td>3,000</td>
<td>4,000</td>
<td>1,000 General Office Supplies</td>
</tr>
<tr>
<td>4,500</td>
<td>3,900</td>
<td>(600) Duplicating Machine Supplies</td>
</tr>
<tr>
<td>2,600</td>
<td>3,600</td>
<td>1,000 Safety Equipment</td>
</tr>
<tr>
<td>300</td>
<td>0</td>
<td>(300) Paint</td>
</tr>
<tr>
<td>3,700</td>
<td>4,700</td>
<td>1,000 Non-Targeted Charges - FVS</td>
</tr>
<tr>
<td>375</td>
<td>175</td>
<td>(200) Mileage</td>
</tr>
<tr>
<td>900</td>
<td>700</td>
<td>(200) Professional Books</td>
</tr>
<tr>
<td>3,200</td>
<td>3,600</td>
<td>400 Training Seminars, Courses</td>
</tr>
<tr>
<td>38,075</td>
<td>41,675</td>
<td>3,600</td>
</tr>
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</table>
## STAFF SUMMARY

**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>3.00</td>
<td>164,259</td>
<td>3.00</td>
</tr>
<tr>
<td>Administrative Budget Technician I</td>
<td>1.00</td>
<td>66,338</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Budget Technician II</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Chief, Bureau of Construction Management</td>
<td>1.00</td>
<td>87,877</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief, Construction Inspector</td>
<td>3.00</td>
<td>242,226</td>
<td>3.00</td>
</tr>
<tr>
<td>Chief, Vertical Inspector</td>
<td>1.00</td>
<td>75,475</td>
<td>1.00</td>
</tr>
<tr>
<td>Civil Engineer IV</td>
<td>1.00</td>
<td>105,670</td>
<td>1.00</td>
</tr>
<tr>
<td>Deputy Director of Public Works</td>
<td>1.00</td>
<td>105,448</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Associate V</td>
<td>1.00</td>
<td>57,705</td>
<td>1.00</td>
</tr>
<tr>
<td>Inspector II</td>
<td>13.00</td>
<td>666,499</td>
<td>13.00</td>
</tr>
<tr>
<td>Inspector III</td>
<td>7.00</td>
<td>462,705</td>
<td>7.00</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>2,034,202</th>
<th>FY 13</th>
<th>1,985,417</th>
<th>FY 14</th>
<th>2,055,373</th>
</tr>
</thead>
</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>264,446</td>
<td>178,688</td>
<td>205,537</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>39,707</td>
<td>44,533</td>
<td>45,498</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>422,500</td>
<td>422,187</td>
<td>422,699</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>31,946</td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>101,000</td>
<td>101,000</td>
<td>101,000</td>
</tr>
<tr>
<td>FICA</td>
<td>163,458</td>
<td>159,611</td>
<td>164,886</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,480</td>
<td>4,480</td>
<td>4,480</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

|            | 995,591 | 910,499 | 976,046 |

**TOTAL 27TH PAY COST**

|            | 94,697  |        | 0       | 0       |

**TOTAL PERSONAL SERVICES**

|            | 32.00   | 3,124,490* | 32.00   | 2,895,916| 32.00   | 3,031,419 |

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 '13 - '14 GOAL:

1. TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>695,299</td>
<td>722,247</td>
<td>654,669</td>
<td>688,528</td>
<td>688,528</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>13,223</td>
<td>14,273</td>
<td>15,750</td>
<td>15,350</td>
<td>15,350</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>4,707</td>
<td>4,658</td>
<td>4,750</td>
<td>5,150</td>
<td>5,150</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>9,063</td>
<td>10,546</td>
<td>12,180</td>
<td>12,250</td>
<td>12,250</td>
</tr>
<tr>
<td>INTER-GOVERNMENTAL / INTER-FUND</td>
<td>8,943</td>
<td>113</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>731,235</td>
<td>751,837</td>
<td>687,849</td>
<td>721,778</td>
<td>721,778</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGHWAYS</td>
<td>731,235</td>
<td>751,837</td>
<td>687,849</td>
<td>721,778</td>
<td>721,778</td>
</tr>
</tbody>
</table>
The $33,929 net increase in funding for Bureau of Capital Projects Management is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o 459,487</td>
<td>453,509</td>
<td>(5,978) Full Time Salaries (5,978) Staff Turnover (1.30%)</td>
</tr>
<tr>
<td>o 19,337</td>
<td>19,337</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o 4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o 41,354</td>
<td>45,351</td>
<td>3,997 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o 7,744</td>
<td>7,497</td>
<td>(247) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o 108,877</td>
<td>121,405</td>
<td>12,528 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>o 35,227</td>
<td>34,885</td>
<td>(342) FICA adjustment</td>
</tr>
<tr>
<td>o 750</td>
<td>750</td>
<td>0 Other Professional Services - technical study to recommend standards for application of green or sustainable design to capital projects</td>
</tr>
<tr>
<td>o 10,530</td>
<td>10,600</td>
<td>70 Line items significantly adjusted, based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,500</td>
<td>6,000</td>
<td>(500) Telephone Service</td>
</tr>
<tr>
<td>400</td>
<td>500</td>
<td>100 Fax Services</td>
</tr>
<tr>
<td>2,000</td>
<td>2,400</td>
<td>400 Duplicating Machine Supplies</td>
</tr>
<tr>
<td>200</td>
<td>0</td>
<td>(200) Drafting &amp; Display Supplies</td>
</tr>
<tr>
<td>0</td>
<td>200</td>
<td>200 Computer Supplies</td>
</tr>
<tr>
<td>300</td>
<td>100</td>
<td>(200) Mileage</td>
</tr>
<tr>
<td>800</td>
<td>600</td>
<td>(200) Professional Books</td>
</tr>
<tr>
<td>130</td>
<td>200</td>
<td>70 Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>200</td>
<td>600</td>
<td>400 Training Seminars &amp; Courses</td>
</tr>
</tbody>
</table>

| 10,530 | 10,600 | 70 |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND  
**Division:** BUREAU OF CAPITAL PROJECTS MANAGEMENT  
**Index No. 303125**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>57,474</td>
<td>1.00</td>
<td>57,474</td>
<td>1.00</td>
<td>59,773</td>
</tr>
<tr>
<td>Chief, Vertical Inspector</td>
<td>1.00</td>
<td>75,475</td>
<td>1.00</td>
<td>75,475</td>
<td>1.00</td>
<td>78,494</td>
</tr>
<tr>
<td>Civil Engineer IV</td>
<td>1.00</td>
<td>105,670</td>
<td>1.00</td>
<td>105,670</td>
<td>1.00</td>
<td>109,897</td>
</tr>
<tr>
<td>Engineering Associate V</td>
<td>1.00</td>
<td>57,705</td>
<td>1.00</td>
<td>57,705</td>
<td>1.00</td>
<td>60,013</td>
</tr>
<tr>
<td>Inspector II</td>
<td>2.00</td>
<td>102,878</td>
<td>2.00</td>
<td>102,878</td>
<td>2.00</td>
<td>99,020</td>
</tr>
<tr>
<td>Inspector III</td>
<td>1.00</td>
<td>60,285</td>
<td>1.00</td>
<td>60,285</td>
<td>1.00</td>
<td>62,696</td>
</tr>
<tr>
<td><strong>Salary Total</strong></td>
<td><strong>7.00</strong></td>
<td><strong>459,487</strong></td>
<td><strong>7.00</strong></td>
<td><strong>459,487</strong></td>
<td><strong>7.00</strong></td>
<td><strong>469,893</strong></td>
</tr>
</tbody>
</table>

**Other Personal Services**

- Retirement & Pension: 59,733 → 41,354 → 46,989
- Workers' Compensation: 6,704 → 7,744 → 7,750
- Health Benefits: 113,696 → 108,877 → 121,405
- PEHP: 35,342 → 35,227 → 35,947
- Overtime: 1,000 → 1,000 → 1,000
- Miscellaneous: 980 → 980 → 980

**Total Other Personal Services:** 217,455 → 195,182 → 218,635

**Total 27th Pay Cost:** 21,329 → 0 → 0

**Total Personal Services:** 7.00 → 698,271 → 7.00 → 654,669 → 7.00 → 688,528

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 '13 - '14 GOAL:**

1. TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,355,976</td>
<td>2,420,992</td>
<td>2,241,247</td>
<td>2,342,891</td>
<td>2,342,891</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>226,080</td>
<td>200,501</td>
<td>239,600</td>
<td>239,550</td>
<td>239,550</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>11,339</td>
<td>13,745</td>
<td>12,400</td>
<td>12,900</td>
<td>12,900</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>67,076</td>
<td>78,868</td>
<td>82,975</td>
<td>83,975</td>
<td>83,975</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>2,013</td>
<td>737</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>36,047</td>
<td>3,471</td>
<td>3,500</td>
<td>3,500</td>
<td>3,500</td>
</tr>
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</table>

**GRAND TOTAL:**  

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,698,531</td>
<td>2,718,314</td>
<td>2,579,722</td>
<td>2,682,816</td>
<td>2,682,816</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 HIGHWAYS</td>
<td>2,698,531</td>
<td>2,718,314</td>
<td>2,579,722</td>
<td>2,682,816</td>
<td>2,682,816</td>
</tr>
</tbody>
</table>
The $103,094 net increase in funding for Bureau of Construction Inspections is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Salaries</td>
<td>1,525,930</td>
<td>1,527,920</td>
</tr>
<tr>
<td>Salary adjustments based on the recommendations of the Department of Human Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit increase of 4% for eligible staff</td>
<td>68,902</td>
<td>68,902</td>
</tr>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>27,382</td>
<td>27,382</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>137,334</td>
<td>152,792</td>
</tr>
<tr>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
<td>36,789</td>
<td>36,387</td>
</tr>
<tr>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
<td>313,310</td>
<td>301,294</td>
</tr>
<tr>
<td>FICA adjustments</td>
<td>124,384</td>
<td>124,714</td>
</tr>
<tr>
<td>Space &amp; Real Estate Rental - lease for offices at 15 N Bond Street per Chief, Property Management</td>
<td>139,950</td>
<td>137,900</td>
</tr>
</tbody>
</table>
| Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone Service</td>
<td>13,000</td>
<td>15,000</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>2,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Duplicating Machine Supplies</td>
<td>2,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Safety Equipment</td>
<td>2,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Non Targeted Charges - FVS</td>
<td>3,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Total</td>
<td>22,500</td>
<td>26,500</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND  
**DIVISION:** BUREAU OF CONSTRUCTION INSPECTIONS  
**Index No. 303220**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>2.00</td>
<td>106,785</td>
<td>2.00</td>
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<tr>
<td>Administrative Budget Technician I</td>
<td>1.00</td>
<td>66,338</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Budget Technician II</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Chief, Bureau of Construction Mgt</td>
<td>1.00</td>
<td>87,877</td>
<td>1.00</td>
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<tr>
<td>Chief, Construction Inspector</td>
<td>3.00</td>
<td>242,226</td>
<td>3.00</td>
</tr>
<tr>
<td>Deputy Director of Public Works</td>
<td>1.00</td>
<td>105,448</td>
<td>1.00</td>
</tr>
<tr>
<td>Inspector II</td>
<td>11.00</td>
<td>563,621</td>
<td>11.00</td>
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<tr>
<td>Inspector III</td>
<td>6.00</td>
<td>402,420</td>
<td>6.00</td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>25.00</td>
<td>1,574,715</td>
<td>25.00</td>
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</tbody>
</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>204,713</td>
<td>137,334</td>
<td>158,548</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>33,003</td>
<td>36,789</td>
<td>37,748</td>
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<tr>
<td>Health Benefits</td>
<td>308,804</td>
<td>313,310</td>
<td>301,294</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>27,382</td>
</tr>
<tr>
<td>Overtime</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
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<tr>
<td>FICA</td>
<td>128,116</td>
<td>124,384</td>
<td>128,939</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>3,500</td>
<td>3,500</td>
<td>3,500</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>778,136</td>
<td>715,317</td>
<td>757,411</td>
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</table>

### TOTAL 27TH PAY COST

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>27TH PAY COST</td>
<td>73,368</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

### TOTAL PERSONAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>25.00</td>
<td>2,426,219</td>
<td>*</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Budget Technician I position upgraded to an Administrative Budget Technician II - #0724
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$480,000</td>
<td>$420,000</td>
<td>$480,000</td>
<td>$494,400</td>
<td>$494,400</td>
</tr>
<tr>
<td>Number of staff*</td>
<td>8</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollar cost of construction work that was inspected</td>
<td>$13,711,311</td>
<td>$10,713,325</td>
<td>$11,655,209</td>
<td>$12,500,000</td>
<td>$12,500,000</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction work inspected per inspector</td>
<td>$1,713,914</td>
<td>$1,530,475</td>
<td>$1,456,901</td>
<td>$1,562,500</td>
<td>$1,562,500</td>
</tr>
<tr>
<td>(measured in dollar cost of inspected work)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target for each inspector (based on industry standard)</td>
<td>$1,240,005</td>
<td>$1,240,005</td>
<td>$1,240,005</td>
<td>$1,240,005</td>
<td>$1,240,005</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of industry standard achieved</td>
<td>138%</td>
<td>123%</td>
<td>117%</td>
<td>126%</td>
<td>126%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspection costs as a percentage of construction amount</td>
<td>3.5%</td>
<td>3.9%</td>
<td>4.1%</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

*Includes 6 to 7 County employees and consultants as needed

Explanation and Analysis of Performance Measures
Industry standards suggest an annual target for the total value of construction projects that one inspector should be able to inspect. This measure presents the value of construction projects successfully inspected by Harford County inspectors as compared to the industry standard.
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DEPARTMENT OF PUBLIC WORKS
DIVISION OF HIGHWAYS

County Executive

Director of Administration

Director of Public Works

Deputy Director
Division of Highways

Bureau of Highways Engineering

Bureau of Highways Maintenance

Snow Removal
ORIGIN/PURPOSE:

The Highways Division of the Department of Public Works has overall responsibility for the County's roadway network and stream quality. This charge is divided between three distinct functional areas:

**BUREAU OF WATER RESOURCES:** All funding transferred to the new Stormwater Management Fund

**BUREAU OF ENGINEERING:** Responsibilities include engineering, design, and technical support of capital projects, development review, and drafting for highway related projects and other County agencies. In addition, this section performs traffic analysis for intersection improvements, future roads, speed studies, etc.

**BUREAU OF HIGHWAYS MAINTENANCE:** Responsible for maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains and culverts. This area is also responsible for the maintenance of approximately 1,055 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 this account under the purview of the Bureau of Highways Maintenance.

MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE HIGH QUALITY ENGINEERING, MAINTAIN ROADWAY INFRASTRUCTURE, AND STREAM QUALITY IN A COST EFFECTIVE MANNER TO MEET THE NEEDS OF HARFORD COUNTY

FY ’13 - ’14 KEY GOALS:

1. TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY’S ROADWAY NETWORK

2. TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES
### PUBLIC WORKS - DIVISION OF HIGHWAYS

#### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character Code</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed EXEC FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>13,094,629</td>
<td>12,740,837</td>
<td>12,745,840</td>
<td>12,077,420</td>
<td>12,077,420</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>2,829,694</td>
<td>2,695,820</td>
<td>3,083,020</td>
<td>3,130,000</td>
<td>3,130,000</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>2,386,274</td>
<td>1,745,864</td>
<td>2,650,890</td>
<td>2,652,215</td>
<td>2,652,215</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,264,541</td>
<td>1,162,069</td>
<td>1,388,500</td>
<td>1,358,450</td>
<td>1,358,450</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>7,719</td>
<td>6,241</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>4,982,491</td>
<td>4,537,748</td>
<td>5,299,112</td>
<td>5,604,768</td>
<td>5,604,768</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>716,462</td>
<td>534</td>
<td>600</td>
<td>625</td>
<td>625</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>25,281,810</strong></td>
<td><strong>22,889,113</strong></td>
<td><strong>25,171,962</strong></td>
<td><strong>24,827,478</strong></td>
<td><strong>24,827,478</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund Code</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed EXEC FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 HIGHWAYS</td>
<td>25,281,810</td>
<td>22,889,113</td>
<td>25,171,962</td>
<td>24,827,478</td>
<td>24,827,478</td>
</tr>
</tbody>
</table>

**GRAND TOTAL** | **25,281,810** | **22,889,113** | **25,171,962** | **24,827,478** | **24,827,478** |

#### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division Code</th>
<th>Division Name</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed EXEC FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>303210</td>
<td>BUREAU OF HIGHWAYS ENGINEERING</td>
<td>3,277,322</td>
<td>2,588,040</td>
<td>2,574,071</td>
<td>2,666,674</td>
<td>2,666,674</td>
</tr>
<tr>
<td>303310</td>
<td>BUREAU OF WATER RESOURCES</td>
<td>681,276</td>
<td>1,190,842</td>
<td>1,226,059</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>303410</td>
<td>BUREAU OF HIGHWAYS MAINTENANCE</td>
<td>19,709,548</td>
<td>18,646,588</td>
<td>19,905,172</td>
<td>20,694,144</td>
<td>20,694,144</td>
</tr>
<tr>
<td>303430</td>
<td>SNOW REMOVAL</td>
<td>1,613,664</td>
<td>463,643</td>
<td>1,466,660</td>
<td>1,466,660</td>
<td>1,466,660</td>
</tr>
</tbody>
</table>

**GRAND TOTAL** | **25,281,810** | **22,889,113** | **25,171,962** | **24,827,478** | **24,827,478** |
**FINANCIAL NOTES:**

The $(344,484)$ net decrease in funding for Division of Highways is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,231,161</td>
<td>8,198,222</td>
<td>(32,939)</td>
</tr>
</tbody>
</table>

- **Full Time Salaries**:
  - $(32,939)$

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
<td>(50,365)</td>
<td>(27,033)</td>
<td>(77,398)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(37,300)</td>
<td>(25,491)</td>
<td>(62,791)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(73,118)</td>
<td>(29,718)</td>
<td>(102,836)</td>
</tr>
<tr>
<td>(3.00)</td>
<td>(227,328)</td>
<td>(55,091)</td>
<td>(282,419)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(92,307)</td>
<td>(35,136)</td>
<td>(127,443)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(113,525)</td>
<td>(33,990)</td>
<td>(147,515)</td>
</tr>
<tr>
<td>(2.00)</td>
<td>(176,182)</td>
<td>(65,405)</td>
<td>(241,587)</td>
</tr>
</tbody>
</table>

- $(12,000)$

- **Salary adjustments based on the recommendations of the Department of Human Resources**
  - $(58,881)$

- **Staff Turnover**:
  - $(0.72\%)$

- **Positions abolished and created under the new Stormwater Management Fund**:
  - $(1,213,840)$

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
<td>(50,365)</td>
<td>(27,033)</td>
<td>(77,398)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(37,300)</td>
<td>(25,491)</td>
<td>(62,791)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(73,118)</td>
<td>(29,718)</td>
<td>(102,836)</td>
</tr>
<tr>
<td>(3.00)</td>
<td>(227,328)</td>
<td>(55,091)</td>
<td>(282,419)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(92,307)</td>
<td>(35,136)</td>
<td>(127,443)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(113,525)</td>
<td>(33,990)</td>
<td>(147,515)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(43,035)</td>
<td>(14,061)</td>
<td>(57,096)</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(81,465)</td>
<td>(33,290)</td>
<td>(114,755)</td>
</tr>
<tr>
<td>(2.00)</td>
<td>(176,182)</td>
<td>(65,405)</td>
<td>(241,587)</td>
</tr>
</tbody>
</table>

- $(12,000)$

- **FY 13 Merit increase of 4% for eligible staff**
  - $348,665$

- **PEHP (Post Employment Health Plan)**
  - $127,783$

- **Pension/Retirement rate adjustments per Treasury's estimates**
  - $747,616$

- **Workers' Compensation rate adjustments per Treasury's estimates**
  - $826,637$

- **Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage**
  - $79,021$

- **FICA adjustment**
  - $(1,288)$
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Line Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment</td>
<td>(6,500)</td>
<td>(1,500)</td>
<td></td>
</tr>
<tr>
<td>Telephone Service</td>
<td>(4,000)</td>
<td>(1,050)</td>
<td></td>
</tr>
<tr>
<td>Other Advertising</td>
<td>(1,000)</td>
<td>(1,400)</td>
<td></td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>(10,000)</td>
<td>(2,000)</td>
<td></td>
</tr>
<tr>
<td>Office Equipment Service</td>
<td>(2,600)</td>
<td>(3,500)</td>
<td></td>
</tr>
<tr>
<td>Data Processing Software</td>
<td>(4,150)</td>
<td>(250)</td>
<td></td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>(3,000)</td>
<td>(2,000)</td>
<td></td>
</tr>
<tr>
<td>Printing-Commercial</td>
<td>(500)</td>
<td>(3,000)</td>
<td></td>
</tr>
<tr>
<td>Delivery Charges</td>
<td>(600)</td>
<td>(1,500)</td>
<td></td>
</tr>
</tbody>
</table>

Due to the transfer of Bureau of Water Resources to the new Stormwater Management Fund the following line items were reduced:

- 6,500 Office Equipment
- 4,000 Telephone Service
- 1,000 Other Advertising
- 10,000 Other Professional Services
- 6,500 Office Equipment Service
- 2,600 Operating Equipment
- 4,150 Data Processing Software
- 3,000 General Office Supplies
- 500 Printing-Commercial
- 600 Delivery Charges

2,374,300 2,448,000 73,700 Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>Line Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle &amp; Operating Equipment</td>
<td>145,000</td>
<td>148,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Electricity</td>
<td>985,000</td>
<td>1,020,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Heating Fuel (Gas)</td>
<td>41,000</td>
<td>50,000</td>
<td>9,000</td>
</tr>
<tr>
<td>County Facility Repair &amp; Renovations</td>
<td>50,000</td>
<td>60,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>194,800</td>
<td>198,000</td>
<td>3,200</td>
</tr>
<tr>
<td>Building/Custodial Services</td>
<td>28,000</td>
<td>49,000</td>
<td>21,000</td>
</tr>
<tr>
<td>Ice &amp; Bottled Water</td>
<td>7,000</td>
<td>6,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Crushed Aggregate</td>
<td>200,000</td>
<td>170,000</td>
<td>(30,000)</td>
</tr>
<tr>
<td>Traffic Signs &amp; Markings</td>
<td>165,000</td>
<td>200,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Bricks, Blocks, Precast Concrete Products</td>
<td>9,500</td>
<td>13,000</td>
<td>3,500</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>549,000</td>
<td>534,000</td>
<td>(15,000)</td>
</tr>
</tbody>
</table>

2,374,300 2,448,000 73,700
### PUBLIC WORKS - DIVISION OF HIGHWAYS

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,500</td>
<td>0</td>
<td>(2,500) Heat - Fuel (Oil) - complex is now used by Emergency Operations Center only, therefore they will assume all heating costs</td>
</tr>
<tr>
<td>8,000</td>
<td>0</td>
<td>(8,000) Temporary Services - flagger/laborer services eliminated</td>
</tr>
<tr>
<td>1,295,000</td>
<td>1,300,000</td>
<td>5,000 Grounds Maintenance - mowing to meet National Pollutant Discharge Elimination System (NPDES) permit requirements for ponds</td>
</tr>
<tr>
<td>0</td>
<td>4,120</td>
<td>4,120 Uniform - Purchase - purchases not covered under the uniform rental agreement</td>
</tr>
<tr>
<td>4,000</td>
<td>4,000</td>
<td>0 Equipment - replacement of saws beyond repair and traffic counter</td>
</tr>
<tr>
<td>56,783</td>
<td>62,583</td>
<td>5,800 Grant &amp; Contributions - increase for Baltimore Metropolitan Council dues</td>
</tr>
<tr>
<td>2,046,317</td>
<td>2,249,729</td>
<td>203,412 Pro Rata Shares for support of General Fund administrative services</td>
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<tr>
<td>2,000,000</td>
<td>2,000,000</td>
<td>0 Highways funds used to support Board of Education Transportation</td>
</tr>
<tr>
<td>1,196,012</td>
<td>1,292,456</td>
<td>96,444 Traffic Safety Reimbursement - to offset the expenses of the Sheriff's Traffic Safety Unit</td>
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<tr>
<td>Position Title</td>
<td>Positions FY 12</td>
<td>Salaries FY 12</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------</td>
<td>---------------</td>
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<tr>
<td>Accounting Clerk I</td>
<td>0.00</td>
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<td>Accounting Clerk II</td>
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<tr>
<td>Administrative Assistant II</td>
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<tr>
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</tr>
<tr>
<td>Administrative Budget Technician II</td>
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<td>Administrative Specialist I</td>
<td>3.00</td>
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<td>Asset Manager</td>
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<td>74,124</td>
</tr>
<tr>
<td>Central Stores Coordinator</td>
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<td>0</td>
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<tr>
<td>Central Stores Manager</td>
<td>1.00</td>
<td>40,650</td>
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<td>Chauffeur-Laborer</td>
<td>26.00</td>
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<tr>
<td>Chief, Construction Inspector</td>
<td>1.00</td>
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<tr>
<td>Chief, Engineering Division</td>
<td>1.00</td>
<td>120,025</td>
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<tr>
<td>Chief, Highways Division</td>
<td>1.00</td>
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<tr>
<td>Civil Engineer II</td>
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<tr>
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<tr>
<td>Civil Engineer IV</td>
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</tr>
<tr>
<td>Crew Chief</td>
<td>12.00</td>
<td>593,501</td>
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<tr>
<td>Deputy Director of Public Works</td>
<td>1.00</td>
<td>123,401</td>
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<tr>
<td>Drafting Technician I</td>
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<tr>
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<tr>
<td>Engineering Associate II</td>
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<td>48,219</td>
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<tr>
<td>Engineering Associate IV</td>
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<td>Engineering Associate V</td>
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<tr>
<td>Engineering Records Technician</td>
<td>1.00</td>
<td>70,963</td>
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651
### STAFF SUMMARY

#### PUBLIC WORKS - DIVISION OF HIGHWAYS

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES FY 12</th>
<th>POSITIONS</th>
<th>SALARIES FY 13</th>
<th>POSITIONS</th>
<th>SALARIES FY 14</th>
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</thead>
<tbody>
<tr>
<td><strong>DIVISION OF HIGHWAYS - HIGHWAYS FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>23.00</td>
<td>855,725</td>
<td>20.00</td>
<td>730,997</td>
<td>19.00</td>
<td>702,977</td>
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<tr>
<td>Equipment Operator Trainee</td>
<td>8.00</td>
<td>256,632</td>
<td>2.00</td>
<td>60,400</td>
<td>4.00</td>
<td>127,120</td>
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<tr>
<td>Equipment Repair Specialist</td>
<td>6.00</td>
<td>294,519</td>
<td>6.00</td>
<td>291,779</td>
<td>6.00</td>
<td>303,451</td>
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<tr>
<td>GIS Analyst II</td>
<td>1.00</td>
<td>56,657</td>
<td>1.00</td>
<td>56,000</td>
<td>1.00</td>
<td>56,000</td>
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<tr>
<td>GIS Coordinator</td>
<td>1.00</td>
<td>66,270</td>
<td>1.00</td>
<td>66,270</td>
<td>1.00</td>
<td>68,921</td>
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<tr>
<td>Inspector I</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>37,300</td>
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<tr>
<td>Inspector II</td>
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<td>49,584</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Inspector III</td>
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<td>58,800</td>
<td>1.00</td>
<td>58,800</td>
<td>1.00</td>
<td>61,152</td>
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<td>Laborer</td>
<td>5.00</td>
<td>160,849</td>
<td>5.00</td>
<td>161,214</td>
<td>5.00</td>
<td>167,663</td>
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<td>Land Surveyor</td>
<td>1.00</td>
<td>84,090</td>
<td>1.00</td>
<td>84,090</td>
<td>1.00</td>
<td>87,454</td>
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<tr>
<td>Maintenance Supervisor</td>
<td>6.00</td>
<td>384,512</td>
<td>6.00</td>
<td>382,928</td>
<td>7.00</td>
<td>438,286</td>
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<tr>
<td>Management Assistant I</td>
<td>1.00</td>
<td>64,345</td>
<td>1.00</td>
<td>58,540</td>
<td>1.00</td>
<td>60,882</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>78,332</td>
<td>1.00</td>
<td>78,332</td>
<td>1.00</td>
<td>81,465</td>
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<tr>
<td>Road Marking Equipment Operator I</td>
<td>1.00</td>
<td>33,100</td>
<td>2.00</td>
<td>66,200</td>
<td>3.00</td>
<td>113,195</td>
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<tr>
<td>Road Marking Equipment Operator II</td>
<td>2.00</td>
<td>74,600</td>
<td>2.00</td>
<td>74,600</td>
<td>2.00</td>
<td>77,584</td>
</tr>
<tr>
<td>Road Marking Equipment Operator III</td>
<td>1.00</td>
<td>53,892</td>
<td>1.00</td>
<td>53,892</td>
<td>1.00</td>
<td>56,048</td>
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<tr>
<td>Senior Equipment Operator</td>
<td>15.00</td>
<td>646,629</td>
<td>15.00</td>
<td>646,629</td>
<td>14.00</td>
<td>604,030</td>
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<tr>
<td>Superintendent Highways</td>
<td>2.00</td>
<td>128,617</td>
<td>2.00</td>
<td>128,617</td>
<td>2.00</td>
<td>133,762</td>
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<tr>
<td>Trades / Laborer</td>
<td>5.00</td>
<td>195,976</td>
<td>5.00</td>
<td>184,732</td>
<td>5.00</td>
<td>190,914</td>
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<tr>
<td>Traffic Operations Supervisor</td>
<td>2.00</td>
<td>119,678</td>
<td>2.00</td>
<td>119,678</td>
<td>2.00</td>
<td>124,465</td>
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<tr>
<td>Traffic Sign Mechanic I</td>
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<td>84,507</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Traffic Sign Mechanic II</td>
<td>1.00</td>
<td>37,930</td>
<td>4.00</td>
<td>131,400</td>
<td>4.00</td>
<td>136,656</td>
</tr>
<tr>
<td>Traffic Sign Mechanic III</td>
<td>1.00</td>
<td>45,274</td>
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<td>45,274</td>
<td>1.00</td>
<td>47,085</td>
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<td>110,615</td>
<td>3.00</td>
<td>110,093</td>
<td>4.00</td>
<td>147,597</td>
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<tr>
<td>Utility Worker II</td>
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<td>91,192</td>
<td>3.00</td>
<td>140,091</td>
<td>3.00</td>
<td>144,203</td>
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</tbody>
</table>

**TOTAL FULL-TIME SALARIES** | 171.00 | 8,296,058 | 172.00 | 8,231,161 | 160.00 | 7,589,131 |
## STAFF SUMMARY

### DIVISION OF HIGHWAYS - HIGHWAYS FUND

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
</tr>
</tbody>
</table>

### DIVISION OF HIGHWAYS - HIGHWAYS FUND

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL 27TH PAY COST</td>
<td>385,681</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

**SUB-TOTAL HIGHWAYS FUND SALARIES:**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>171.00</td>
<td>8,681,739</td>
<td>172.00</td>
<td>8,231,161</td>
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</tbody>
</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>1,086,902</td>
<td>747,616</td>
<td>765,998</td>
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<tr>
<td>Workers' Compensation</td>
<td>336,434</td>
<td>385,319</td>
<td>373,866</td>
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<tr>
<td>Health Benefits</td>
<td>2,195,072</td>
<td>2,127,282</td>
<td>2,015,918</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>127,783</td>
</tr>
<tr>
<td>Overtime</td>
<td>560,000</td>
<td>560,000</td>
<td>560,000</td>
</tr>
<tr>
<td>FICA</td>
<td>675,345</td>
<td>670,382</td>
<td>622,324</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>23,940</td>
<td>24,080</td>
<td>22,400</td>
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</table>

**TOTAL OTHER PERSONAL SERVICES:**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>23,940</td>
<td>4,877,693</td>
<td>4,514,679</td>
<td>4,488,289</td>
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</tbody>
</table>

### DIVISION OF HIGHWAYS TOTALS

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
</tr>
</tbody>
</table>

**DIVISION OF HIGHWAYS TOTALS**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>171.00</td>
<td>8,296,058</td>
<td>8,231,161</td>
<td>160.00</td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>385,681</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,877,693</td>
<td>4,514,679</td>
<td></td>
</tr>
</tbody>
</table>

**DIVISION OF HIGHWAYS TOTALS**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>171.00</td>
<td>13,559,432</td>
<td>172.00</td>
<td>12,745,840</td>
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</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
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 '13 - '14 GOALS:

1. TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

2. TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Summary by Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>3,115,357</td>
<td>2,463,040</td>
<td>2,402,703</td>
<td>2,494,506</td>
<td>2,494,506</td>
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<td>CONTRACTUAL SERVICES</td>
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<td>35,947</td>
<td>62,650</td>
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<td>57,400</td>
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<td>SUPPLIES &amp; MATERIALS</td>
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<td>14,835</td>
<td>15,035</td>
<td>15,035</td>
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<tr>
<td>BUSINESS &amp; TRAVEL</td>
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<td>22,599</td>
<td>35,900</td>
<td>35,950</td>
<td>35,950</td>
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<td>CAPITAL OUTLAY</td>
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<td>813</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
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<tr>
<td>MISCELLANEOUS</td>
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<td>56,533</td>
<td>56,783</td>
<td>62,583</td>
<td>62,583</td>
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<tr>
<td>INTER-GOVERNMENTAL/INTER-FUND</td>
<td>11,134</td>
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<td>200</td>
<td>200</td>
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<tr>
<td>GRAND TOTAL</td>
<td>3,277,322</td>
<td>2,588,040</td>
<td>2,574,071</td>
<td>2,666,674</td>
<td>2,666,674</td>
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</table>

FUNDING SOURCE:

25 HIGHWAYS

<table>
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<tr>
<th>Highways</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,277,322</td>
<td>2,588,040</td>
<td>2,574,071</td>
<td>2,666,674</td>
<td>2,666,674</td>
<td>2,666,674</td>
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</tbody>
</table>
The $92,603 net increase in funding for Bureau of Highways Engineering is the result of:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>67,056</td>
<td>67,056</td>
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</tr>
<tr>
<td>Full Time Salaries</td>
<td>1,768,864</td>
<td>1,770,406</td>
<td>1,542</td>
</tr>
<tr>
<td>Salary adjustments based on the recommendations of the Department of Human Resources</td>
<td></td>
<td></td>
<td>1,542</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>159,198</td>
<td>177,041</td>
<td>17,843</td>
</tr>
<tr>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
<td>17,482</td>
<td>17,289</td>
<td>(193)</td>
</tr>
<tr>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
<td>320,616</td>
<td>324,822</td>
<td>4,206</td>
</tr>
<tr>
<td>FICA adjustment</td>
<td>133,323</td>
<td>134,672</td>
<td>1,349</td>
</tr>
<tr>
<td>Other Professional Services - various traffic studies, survey projects and road analysis on an as needed basis</td>
<td>8,000</td>
<td>8,000</td>
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</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>15,750</td>
<td>10,500</td>
<td>(5,250)</td>
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</table>

<table>
<thead>
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<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Other Rents &amp; Utilities</td>
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<tr>
<td>Telephone Service</td>
<td>9,000</td>
<td>6,000</td>
<td>(3,000)</td>
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<tr>
<td>Fax Services</td>
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<td>(350)</td>
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<tr>
<td>Office Equipment Service</td>
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<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>Operating Equipment</td>
<td>4,000</td>
<td>3,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td></td>
<td>15,750</td>
<td>10,500</td>
<td>(5,250)</td>
</tr>
<tr>
<td>Equipment - traffic counter supplies</td>
<td>1,000</td>
<td>1,000</td>
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<tr>
<td>Grants &amp; Contributions - increase for Baltimore Metropolitan Council (BMC) dues</td>
<td>56,783</td>
<td>62,583</td>
<td>5,800</td>
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</table>
# DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND  
**DIVISION:** BUREAU OF HIGHWAYS ENGINEERING  
**Index No. 303210**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant II</td>
<td>2.00</td>
<td>117,858</td>
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<td>117,858</td>
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<td>Chief, Engineering Division</td>
<td>1.00</td>
<td>120,025</td>
<td>1.00</td>
<td>120,025</td>
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<td>503,516</td>
<td>5.00</td>
<td>520,247</td>
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<td>Deputy Director of Public Works</td>
<td>1.00</td>
<td>123,401</td>
<td>1.00</td>
<td>123,401</td>
<td>1.00</td>
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<td>53,529</td>
<td>1.00</td>
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<td>138,684</td>
<td>2.00</td>
<td>144,232</td>
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<td>Engineering Associate V</td>
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<td>91,847</td>
<td>1.00</td>
<td>95,521</td>
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<td>Engineering Records Technician</td>
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<td>1.00</td>
<td>70,963</td>
<td>1.00</td>
<td>73,802</td>
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<td>GIS Analyst II</td>
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<td>66,270</td>
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<td>Land Surveyor</td>
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<td>1.00</td>
<td>84,090</td>
<td>1.00</td>
<td>87,454</td>
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<td>78,332</td>
<td>1.00</td>
<td>81,465</td>
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</table>

**SALARY TOTAL**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22.00</td>
<td>1,660,362</td>
<td>23.00</td>
<td>1,768,864</td>
<td>23.00</td>
<td>1,827,299</td>
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</table>
# DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND  
**DIVISION:** BUREAU OF HIGHWAYS ENGINEERING  

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>215,847</td>
<td>159,198</td>
<td>182,730</td>
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<tr>
<td>Workers' Compensation</td>
<td>14,685</td>
<td>17,482</td>
<td>17,731</td>
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<tr>
<td>Health Benefits</td>
<td>293,427</td>
<td>320,616</td>
<td>324,822</td>
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<tr>
<td>FICA</td>
<td>125,168</td>
<td>133,323</td>
<td>138,704</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>3,080</td>
<td>3,220</td>
<td>3,220</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>652,207</td>
<td>633,839</td>
<td>667,207</td>
</tr>
</tbody>
</table>

| TOTAL 27TH PAY COST                   | 76,976        | 0             | 0             |

| TOTAL PERSONAL SERVICES               | 22.00         | 2,389,545     | 23.00         | 2,402,703     | 23.00         | 2,494,506     |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Budget Technician I upgraded to an Administrative Budget Technician II - #0715
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$1,600,000</td>
<td>$5,110,000</td>
<td>$2,988,000</td>
<td>$3,710,000</td>
<td>$3,053,000</td>
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<tr>
<td>Number of staff</td>
<td>2.5</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of bridges in need of repair (i.e. those having ratings ≤ 60)</td>
<td>23</td>
<td>26</td>
<td>29</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average cost to bring bridges up to satisfactory rating</td>
<td>$650,000</td>
<td>$650,000</td>
<td>$650,000</td>
<td>$650,000</td>
<td>$650,000</td>
</tr>
<tr>
<td>Service Quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of all bridges Countywide with rating of ≤ 60</td>
<td>10.4%</td>
<td>11.8%</td>
<td>13.1%</td>
<td>13.5%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average rating of all County bridges</td>
<td>80.5</td>
<td>80.5</td>
<td>80.4</td>
<td>80.3</td>
<td>80.6</td>
</tr>
</tbody>
</table>

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
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$7,700,000</td>
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<td>$5,448,130</td>
<td>$6,140,000</td>
<td>$6,527,000</td>
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<td>Number of staff</td>
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<td>1</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of miles resurfaced</td>
<td>32.3</td>
<td>20.6</td>
<td>12.5</td>
<td>9.4</td>
<td>11.4</td>
</tr>
<tr>
<td>Number of miles micro-surfaced</td>
<td>8.6</td>
<td>12</td>
<td>28</td>
<td>31.9</td>
<td>40</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per mile for resurfacing</td>
<td>$230,000</td>
<td>$240,000</td>
<td>$240,000</td>
<td>$250,000</td>
<td>$255,000</td>
</tr>
<tr>
<td>Cost per mile for micro-surfacing</td>
<td>$60,000</td>
<td>$90,000</td>
<td>$90,000</td>
<td>$90,000</td>
<td>$90,000</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of days to complete a</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>resurfacing project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of roads rated ≤ 75 that receive a</td>
<td>60%</td>
<td>32%</td>
<td>14%</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>resurfacing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of County asphalt roads that are</td>
<td>8%</td>
<td>11%</td>
<td>11%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>rated ≤ 75</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Explanation and Analysis of Performance Measures
The County is taking a proactive approach to the road infrastructure versus a reactive approach by striving to reduce each year the percentage of roads needing to be overlaid. This will allow citizens to travel on well maintained roads, reducing damage to vehicles and producing an aesthetically pleasing environment. The increased annual budget outlays will not have a noticeable impact on the average rating for several years.
DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

DIVISION: Bureau of Water Resources

INDEX: 303310

ORIGIN/PURPOSE:

All funds were transferred from #303310 Bureau of Water Resources to a new index #303320 - Stormwater Management under the new Stormwater Management Fund

<table>
<thead>
<tr>
<th>ALL FUND SUMMARY:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
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<td>1,146,644</td>
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<td>20 CONTRACTUAL SERVICES</td>
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<td>28,970</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
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<td>11,397</td>
<td>15,600</td>
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<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>31</td>
<td>109</td>
<td>200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
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<td>1,190,842</td>
<td>1,226,059</td>
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<td>0</td>
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</table>

FUNDING SOURCE:

| 25 HIGHWAYS | 681,276 | 1,190,842 | 1,226,059 | 0 | 0 |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND

**INDEX NO. 303310**

**DIVISION:** BUREAU OF WATER RESOURCES

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Administrative Specialist I</td>
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<td>48,428</td>
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<td>Civil Engineer II</td>
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<td>1.00</td>
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<td>0</td>
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<td>Engineering Associate V</td>
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<td>37,300</td>
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<td>0</td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>12.00</strong></td>
<td><strong>876,128</strong></td>
<td><strong>12.00</strong></td>
<td><strong>865,049</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0</strong></td>
</tr>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12 Amount</th>
<th>FY 13 Amount</th>
<th>FY 14 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>113,897</td>
<td>77,854</td>
<td>0</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>7,349</td>
<td>8,182</td>
<td>0</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>152,289</td>
<td>151,699</td>
<td>0</td>
</tr>
<tr>
<td>FICA</td>
<td>66,877</td>
<td>66,030</td>
<td>0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,680</td>
<td>1,680</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

| Amount                        | 342,092       | 305,445       | 0             |

**TOTAL 27TH PAY COST**

| Amount                        | 40,650        | 0             | 0             |

**TOTAL PERSONAL SERVICES**

| Amount                        | 1,258,870 *   | 1,170,494     | 0             |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - All positions abolished and created under the new Stormwater Management Fund account
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 1,055 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.

**FY '13 - '14 GOAL:**

1. TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AUDITED FY 11</strong></td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>10 PERSONAL SERVICES</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
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<tr>
<td>70 MISCELLANEOUS</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

| 19,709,548 | 18,646,588 | 19,905,172 | 20,694,144 | 20,694,144 |

**FUNDING SOURCE:**

| 25 HIGHWAYS | 19,709,548 | 18,646,588 | 19,905,172 | 20,694,144 | 20,694,144 |
The $788,972 net increase in funding for the Bureau of Highways Maintenance is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,597,248</td>
<td>5,562,767</td>
<td>(34,481)</td>
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<tr>
<td>246,825</td>
<td>246,825</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
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<tr>
<td>510,564</td>
<td>563,088</td>
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<tr>
<td>359,655</td>
<td>343,783</td>
<td>(15,872)</td>
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<tr>
<td>1,654,967</td>
<td>1,691,096</td>
<td>36,129</td>
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<tr>
<td>127,783</td>
<td>127,783</td>
<td>PEHP (Post Employment Health Plan)</td>
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<tr>
<td>440,429</td>
<td>437,792</td>
<td>(2,637)</td>
</tr>
<tr>
<td>5,000</td>
<td>8,000</td>
<td>3,000</td>
</tr>
<tr>
<td>41,000</td>
<td>50,000</td>
<td>9,000</td>
</tr>
<tr>
<td>186,800</td>
<td>190,000</td>
<td>3,200</td>
</tr>
<tr>
<td>2,500</td>
<td>0</td>
<td>(2,500)</td>
</tr>
<tr>
<td>8,000</td>
<td>0</td>
<td>(8,000)</td>
</tr>
<tr>
<td>1,295,000</td>
<td>1,300,000</td>
<td>5,000</td>
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### Financial Notes:

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<th>Change</th>
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<tr>
<td>Uniform - Purchase</td>
<td>0</td>
<td>4,120</td>
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<tr>
<td>Pro Rata Shares for support of General Fund administrative services</td>
<td>2,046,317</td>
<td>2,249,729</td>
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<td>Highways funds used to support Board of Education Transportation</td>
<td>2,000,000</td>
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<tr>
<td>Traffic Safety Reimbursement - to offset the expenses of the Sheriff's Traffic Safety Unit</td>
<td>1,196,012</td>
<td>1,292,456</td>
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<tr>
<td>Equipment - replacement of saws</td>
<td>3,000</td>
<td>3,000</td>
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<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>2,041,500</td>
<td>2,105,500</td>
<td>64,000</td>
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#### Additional Line Items:

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<th>Item</th>
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<th>Change</th>
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<tr>
<td>Office Equipment</td>
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<td>Telephone Service</td>
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<td>County Facility Repair &amp; Renovations</td>
<td>50,000</td>
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<tr>
<td>Building/Custodial Services</td>
<td>28,000</td>
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<td>Crushed Aggregate</td>
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<td>Traffic Signs &amp; Markings</td>
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<td>35,000</td>
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<td>Bricks, Blocks, Precast Concrete Products</td>
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<td>Fuel Charges</td>
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<p>| Total                                      | 2,041,500 | 2,105,500 | 64,000  |</p>
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<th>POSITION TITLE</th>
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<th>ENACTED SALARIES FY 12</th>
<th>ENACTED POSITIONS FY 13</th>
<th>ENACTED SALARIES FY 13</th>
<th>ENACTED POSITIONS FY 14</th>
<th>ENACTED SALARIES FY 14</th>
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<td>ENACTED FY 14</td>
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<tr>
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<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
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<td><strong>SALARY TOTAL</strong></td>
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<td><strong>137.00</strong></td>
<td><strong>5,597,248</strong></td>
<td><strong>137.00</strong></td>
<td><strong>5,761,832</strong></td>
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<td><strong>OTHER PERSONAL SERVICES</strong></td>
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<td>Overtime</td>
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<td>160,000</td>
<td>160,000</td>
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<td>440,429</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td><strong>TOTAL PERSONAL SERVICES</strong></td>
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<td><strong>8,742,043</strong></td>
<td><strong>137.00</strong></td>
<td><strong>9,152,314</strong></td>
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*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts
### DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND  
**DIVISION:** BUREAU OF HIGHWAYS MAINTENANCE  
**Index No. 303410**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
</tbody>
</table>

A - One (1) Accounting Clerk I position upgraded to an Accounting Clerk II - #0868  
B - One (1) Chauffeur Laborer position reclassified as an Administrative Budget Technician I - #0830  
C - One (1) vacant Senior Equipment Operator position filled as a Chauffeur Laborer - #0788  
  Three (3) vacant Equipment Operator positions filled as a Chauffeur Laborer - #0786, #0800 & #0881  
D - One (1) Engineering Associate I position upgraded to an Engineering Associate II - #3497  
E - One (1) Chauffeur Laborer position upgraded to Equipment Operator - #0827  
  One (1) vacant Chauffeur Laborer position filled as an Equipment Operator - #0864  
  One (1) Equipment Operator Trainee upgraded to an Equipment Operator - #0899  
F - Two (2) Chauffeur Laborer positions upgraded to Equipment Operator Trainees - #0797 & #0897  
  One (1) vacant Chauffeur Laborer position filled as Equipment Operator Trainees - #0842  
G - One (1) vacant Equipment Operator position filled as a Maintenance Supervisor - #0796  
H - One (1) vacant Chauffeur Laborer position filled as a Road Marking Equipment Operator I - #0825  
I - One (1) Chauffeur Laborer position upgraded to a Trades/Laborer - #3419  
J - One (1) Trades/Laborer position upgraded to Utility Workers I - #0854
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
Ill. Efficient County Government

<table>
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<th></th>
<th></th>
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</tr>
</thead>
<tbody>
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<tr>
<td>Dollars allocated</td>
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<td>8</td>
<td>8</td>
<td>8</td>
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<tr>
<td>Output:</td>
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<td></td>
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<tr>
<td>Number of road miles striped</td>
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<tr>
<td>Average amount of time spent per</td>
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<td>7.6 hours</td>
<td>7.6 hours</td>
<td>7.6</td>
<td>7.6 hours</td>
<td>7.6 hours</td>
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<tr>
<td>Outcome:</td>
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<td></td>
</tr>
<tr>
<td>Percentage of roads that needed to be</td>
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<td></td>
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<tr>
<td>striped that were completed</td>
<td>130%</td>
<td>70%</td>
<td>116%</td>
<td>100%</td>
<td>100%</td>
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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)
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

<table>
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<td>12</td>
<td>13</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Output: Miles of roads rehabilitated</td>
<td>71.92</td>
<td>66.39</td>
<td>61.16</td>
<td>70.00</td>
<td>70.00</td>
</tr>
<tr>
<td>Efficiency: Cost to rehabilitate roads per mile</td>
<td>$12,244</td>
<td>$8,972</td>
<td>$9,263</td>
<td>$13,530</td>
<td>$13,714</td>
</tr>
<tr>
<td>Service Quality: Percentage of roads needing to be rehabilitated</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Outcome: Percentage of miles of tar and chip roads rated fair or better</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
</tbody>
</table>

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
HARFORD COUNTY PUBLIC WORKS

HIGHWAYS ROAD INVENTORY

<table>
<thead>
<tr>
<th>DISTRICTS</th>
<th>1st District - Abingdon</th>
<th>2nd District - Hickory</th>
<th>3rd District - Whiteford</th>
<th>4th District - Jarrettsville</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miles per District</td>
<td>266.23</td>
<td>276.96</td>
<td>252.34</td>
<td>259.63</td>
</tr>
<tr>
<td>Tar &amp; Chip</td>
<td>35.88</td>
<td>20.91</td>
<td>171.01</td>
<td>116.9</td>
</tr>
<tr>
<td>Earth Road</td>
<td>1.65</td>
<td>3.26</td>
<td>25.23</td>
<td>16.48</td>
</tr>
<tr>
<td>Blacktop</td>
<td>228.7</td>
<td>252.79</td>
<td>56.1</td>
<td>126.25</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>480,152</td>
<td>127,598</td>
<td>430,600</td>
<td>430,600</td>
<td>430,600</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>93,555</td>
<td>73,462</td>
<td>146,000</td>
<td>146,000</td>
<td>146,000</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>1,039,957</td>
<td>262,583</td>
<td>890,060</td>
<td>890,060</td>
<td>890,060</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,613,664</strong></td>
<td><strong>463,643</strong></td>
<td><strong>1,466,660</strong></td>
<td><strong>1,466,660</strong></td>
<td><strong>1,466,660</strong></td>
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</tbody>
</table>

### FUNDING SOURCE:

<table>
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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGHWAYS</td>
<td>1,613,664</td>
<td>463,643</td>
<td>1,466,660</td>
<td>1,466,660</td>
<td>1,466,660</td>
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</tbody>
</table>

671
No change in funding for the Bureau of Highways Maintenance - Snow Removal for FY 14:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime &amp; FICA</td>
<td>430,600</td>
<td>430,600</td>
<td>0</td>
</tr>
<tr>
<td>Vehicle &amp; Operating Equipment</td>
<td>140,000</td>
<td>140,000</td>
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</tr>
<tr>
<td>Legal Notice</td>
<td>3,000</td>
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<tr>
<td>Operating Equipment</td>
<td>3,000</td>
<td>3,000</td>
<td>0</td>
</tr>
<tr>
<td>Printing - Commercial</td>
<td>700</td>
<td>700</td>
<td>0</td>
</tr>
<tr>
<td>Meals - Special Purpose</td>
<td>35,000</td>
<td>35,000</td>
<td>0</td>
</tr>
<tr>
<td>Equipment Repair Parts</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
</tr>
<tr>
<td>Sand, Salt, Other Bulk De-Icers</td>
<td>800,000</td>
<td>800,000</td>
<td>0</td>
</tr>
<tr>
<td>Other Supplies &amp; Materials - for chains, cots, antifreeze, snow melt, windshield washer, etc.</td>
<td>4,000</td>
<td>4,000</td>
<td>0</td>
</tr>
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</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND  
**DIVISION:** SNOW REMOVAL  
Index No. 303430

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
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</thead>
<tbody>
<tr>
<td>OTHER PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overtime</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td></td>
<td></td>
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<tr>
<td>FICA</td>
<td>30,600</td>
<td>30,600</td>
<td>30,600</td>
<td>30,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>430,600</td>
<td>430,600</td>
<td>430,600</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| TOTAL PERSONAL SERVICES | 0.00 | 430,600 | * | 0.00 | 430,600 | 0.00 | 430,600 |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
Ruffs Mill Road Bridge
ORIGIN/PURPOSE:
The Division of Environmental Services implements the County's environmental, solid waste management and recycling programs. Responsibilities include management and technical support for solid waste management, environmental investigation, and remediation of County landfill operations, and support of environmental programs with other County agencies, such as site assessment and land development plan review. The division is divided into functional units as follows:

**BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING:** Responsibilities include management and technical support for solid waste management, environmental investigation and remediation of County landfill operations, environmental assessments of County properties, and land development plan review.

**POST CLOSURE:** The Bureau of Environmental Services Administration & Engineering manages this operating budget which accounts for post closure care and monitoring costs associated with closed landfills.

**SCARBORO REMEDIATION:** This operating budget is administered by the Bureau of Environmental Services Administration & Engineering and accounts for monitoring and operating costs for the Scarboro Landfill remediation project.

**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.

**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.

**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.

**MISSION STATEMENT:**
TO PROVIDE QUALITY ENVIRONMENTAL AND INTEGRATED SOLID WASTE MANAGEMENT PROGRAMS FOR THE CITIZENS OF HARFORD COUNTY

**FY '13 - '14 KEY GOALS:**

1. TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS
2. TO PROVIDE A RECYCLING PROGRAM THAT CONTINUES TO MEET OR EXCEED STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS, AND THAT BEST SERVES THE GENERAL PUBLIC
3. TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST APPROPRIATE TECHNOLOGIES
# Public Works - Division of Environmental Services

## All Fund Summary:

<table>
<thead>
<tr>
<th>Character</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>4,286,101</td>
<td>4,464,687</td>
<td>4,464,687</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>9,995,871</td>
<td>10,456,723</td>
<td>10,456,723</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>248,100</td>
<td>265,925</td>
<td>265,925</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>343,835</td>
<td>482,240</td>
<td>482,240</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>17,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>10,058</td>
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<td>10,218</td>
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<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>0</td>
<td>1,100</td>
<td>1,100</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>14,900,965</strong></td>
<td><strong>15,695,893</strong></td>
<td><strong>15,695,893</strong></td>
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</tbody>
</table>

## Summary by Fund:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>2,424,295</td>
<td>2,567,218</td>
<td>2,567,218</td>
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<tr>
<td>55 SOLID WASTE SERVICES</td>
<td>12,476,670</td>
<td>13,128,675</td>
<td>13,128,675</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>14,900,965</strong></td>
<td><strong>15,695,893</strong></td>
<td><strong>15,695,893</strong></td>
</tr>
</tbody>
</table>

## Summary by Division:

### General Fund:

<table>
<thead>
<tr>
<th>Division</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>301111 BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION &amp; ENGINEERING</td>
<td>748,567</td>
<td>797,328</td>
<td>797,328</td>
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<tr>
<td>301241 RECYCLING</td>
<td>1,462,278</td>
<td>1,579,555</td>
<td>1,579,555</td>
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<td>301251 POST CLOSURE</td>
<td>134,750</td>
<td>138,275</td>
<td>138,275</td>
</tr>
<tr>
<td>301261 SCARBORO REMEDIATION</td>
<td>53,700</td>
<td>42,060</td>
<td>42,060</td>
</tr>
<tr>
<td>301520 NOXIOUS WEED</td>
<td>8,000</td>
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<td>0</td>
</tr>
<tr>
<td>301530 GYPSY MOTH</td>
<td>17,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>14,900,965</strong></td>
<td><strong>15,695,893</strong></td>
<td><strong>15,695,893</strong></td>
</tr>
</tbody>
</table>

### Solid Waste Services:

<table>
<thead>
<tr>
<th>Division</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>301211 BUREAU OF SOLID WASTE MANAGEMENT</td>
<td>3,569,524</td>
<td>3,801,862</td>
<td>3,801,862</td>
</tr>
<tr>
<td>301271 WASTE TO ENERGY</td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>9,326,813</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>14,900,965</strong></td>
<td><strong>15,695,893</strong></td>
<td><strong>15,695,893</strong></td>
</tr>
</tbody>
</table>
## STAFF SUMMARY

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED</th>
<th>ENACTED</th>
<th>ENACTED</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>FY 12</td>
<td>FY 13</td>
<td>FY 14</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief, Engineering Division</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Civil Engineer IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Deputy Director of Public Works</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Associate IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Equipment Repair Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Laborer</td>
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<td>7.00</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Recycling Program Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Recycling Program Manager</td>
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<tr>
<td>Senior Equipment Operator</td>
<td>3.00</td>
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<td>3.00</td>
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<tr>
<td>Weighmaster/Attendant I</td>
<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Weighmaster / Attendant II</td>
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<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Weighmaster / Attendant Trainee</td>
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<td>1.00</td>
<td>0.00</td>
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### DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUND

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
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<td>116,534</td>
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<td>118,934</td>
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<tr>
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<td>122,361</td>
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<td>124,862</td>
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<tr>
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<td>45,000</td>
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<tr>
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<td>98,011</td>
<td>1.00</td>
<td>101,931</td>
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<tr>
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<td>128,124</td>
<td>3.00</td>
<td>128,348</td>
<td>3.00</td>
<td>133,482</td>
</tr>
<tr>
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<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>27,248</td>
</tr>
<tr>
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<td>44,029</td>
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<tr>
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<td>23,700</td>
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<td>0</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**

24.00 1,223,841 24.00 1,199,879 24.00 1,258,446

**TEMPORARY SALARIES**

0 6,590 0

**TOTAL 27TH PAY COST**

56,857 0 0

**SUB-TOTAL GENERAL FUND SALARIES**

24.00 1,280,698 24.00 1,206,469 24.00 1,258,446
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
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</tr>
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<tbody>
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<td>39,132</td>
<td>0.00</td>
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<tr>
<td>Administrative Specialist I</td>
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<td>52,556</td>
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<td>0.00</td>
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<tr>
<td>Clerk Typist</td>
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<td>0.00</td>
<td>0</td>
<td>1.00</td>
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<td>Crew Chief</td>
<td>3.00</td>
<td>186,081</td>
<td>3.00</td>
<td>186,081</td>
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<td>1.00</td>
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<td>1.00</td>
<td>32,000</td>
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<td>33,280</td>
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<td>1.00</td>
<td>55,598</td>
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<tr>
<td>Laborer</td>
<td>4.00</td>
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<td>183,513</td>
<td>5.00</td>
<td>186,552</td>
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<td>Landfill Supervisor</td>
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<td>1.00</td>
<td>61,351</td>
<td>1.00</td>
<td>63,805</td>
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<tr>
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<td>7.00</td>
<td>294,129</td>
<td>7.00</td>
<td>289,829</td>
<td>7.00</td>
<td>297,854</td>
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<tr>
<td>Weighmaster/Attendant I</td>
<td>1.00</td>
<td>30,857</td>
<td>1.00</td>
<td>30,857</td>
<td>1.00</td>
<td>32,091</td>
</tr>
<tr>
<td>Weighmaster/Attendant II</td>
<td>5.00</td>
<td>237,457</td>
<td>5.00</td>
<td>245,057</td>
<td>5.00</td>
<td>254,859</td>
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<tr>
<td>Weighmaster/Attendant Trainee</td>
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<td>23,700</td>
<td>1.00</td>
<td>23,700</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>33.00</td>
<td>1,511,683</td>
<td>33.00</td>
<td>1,533,649</td>
<td>32.00</td>
<td>1,539,634</td>
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**PART-TIME SALARIES**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laborer</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Senior Equipment Operator</td>
<td>0.60</td>
<td>24,960</td>
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<td><strong>TOTAL PART-TIME SALARIES</strong></td>
<td>0.60</td>
<td>24,960</td>
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<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
<td>13,900</td>
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<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>72,246</td>
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**SUB-TOTAL BUREAU OF SOLID WASTE MANAGEMENT SALARIES**

<table>
<thead>
<tr>
<th></th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>33.60</strong></td>
<td><strong>1,622,789</strong></td>
<td><strong>34.20</strong></td>
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</table>
# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>360,670</td>
<td>247,238</td>
<td>281,165</td>
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<td>Workers' Compensation</td>
<td>120,715</td>
<td>138,441</td>
<td>149,890</td>
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<tr>
<td>Health Benefits</td>
<td>754,232</td>
<td>748,580</td>
<td>749,454</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>68,455</td>
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<tr>
<td>Overtime</td>
<td>143,000</td>
<td>143,000</td>
<td>143,000</td>
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<tr>
<td>FICA</td>
<td>221,610</td>
<td>221,938</td>
<td>226,999</td>
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<tr>
<td>Miscellaneous</td>
<td>8,120</td>
<td>8,260</td>
<td>8,120</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>1,608,347</strong></td>
<td><strong>1,507,457</strong></td>
<td><strong>1,627,083</strong></td>
</tr>
</tbody>
</table>

## DIVISION OF ENVIRONMENTAL SERVICES TOTALS

| TOTAL FULL-TIME SALARIES | 57.00 | 2,735,524 | 57.00 | 2,733,528 | 56.00 | 2,798,080 |
| TOTAL PART-TIME SALARIES | 0.60 | 24,960 | 1.20 | 38,526 | 1.20 | 39,524 |
| TOTAL TEMPORARY SALARIES | 13,900 | 6,590 | 0 |
| TOTAL 27TH PAY COST | 129,103 | 0 | 0 |
| TOTAL OTHER PERSONAL SERVICES | **1,608,347** | **1,507,457** | **1,627,083** |

## DIVISION OF ENVIRONMENTAL SERVICES TOTALS

| 57.60 | 4,511,834 | 58.20 | 4,286,101 | 57.20 | 4,464,687 |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

GENERAL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Summary by Character:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ENACTED FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 Personal Services</td>
<td>1,726,802</td>
<td>1,964,555</td>
<td>1,798,792</td>
<td>1,908,040</td>
<td>1,908,040</td>
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<tr>
<td>20 Contractual Services</td>
<td>388,619</td>
<td>294,312</td>
<td>414,575</td>
<td>425,010</td>
<td>425,010</td>
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<tr>
<td>30 Supplies &amp; Materials</td>
<td>131,393</td>
<td>125,405</td>
<td>112,650</td>
<td>117,075</td>
<td>117,075</td>
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<tr>
<td>40 Business &amp; Travel</td>
<td>58,849</td>
<td>88,781</td>
<td>71,220</td>
<td>91,775</td>
<td>91,775</td>
</tr>
<tr>
<td>50 Capital Outlay</td>
<td>7,755</td>
<td>38,767</td>
<td>17,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>70 Miscellaneous</td>
<td>27,352</td>
<td>26,298</td>
<td>10,058</td>
<td>10,218</td>
<td>10,218</td>
</tr>
<tr>
<td>80 Inter-Governmental/Inter-Fund</td>
<td>8,773</td>
<td>55</td>
<td>0</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,349,543</strong></td>
<td><strong>2,538,173</strong></td>
<td><strong>2,424,295</strong></td>
<td><strong>2,567,218</strong></td>
<td><strong>2,567,218</strong></td>
</tr>
</tbody>
</table>

SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Summary by Fund:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ENACTED FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 General</td>
<td>2,349,543</td>
<td>2,538,173</td>
<td>2,424,295</td>
<td>2,567,218</td>
<td>2,567,218</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,349,543</strong></td>
<td><strong>2,538,173</strong></td>
<td><strong>2,424,295</strong></td>
<td><strong>2,567,218</strong></td>
<td><strong>2,567,218</strong></td>
</tr>
</tbody>
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SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Summary by Division:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ENACTED FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>301111 Bureau of Environmental Services</td>
<td>665,934</td>
<td>841,982</td>
<td>748,567</td>
<td>797,328</td>
<td>797,328</td>
</tr>
<tr>
<td>Administration &amp; Engineering</td>
<td>1,499,524</td>
<td>1,510,085</td>
<td>1,462,278</td>
<td>1,579,555</td>
<td>1,579,555</td>
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<tr>
<td>301241 Recycling</td>
<td>122,422</td>
<td>129,943</td>
<td>134,750</td>
<td>138,275</td>
<td>138,275</td>
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<tr>
<td>301251 Post Closure</td>
<td>45,188</td>
<td>40,663</td>
<td>53,700</td>
<td>42,060</td>
<td>42,060</td>
</tr>
<tr>
<td>301520 Noxious Weed</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>301530 Gypsy Moth</td>
<td>8,475</td>
<td>7,500</td>
<td>17,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,349,543</strong></td>
<td><strong>2,538,173</strong></td>
<td><strong>2,424,295</strong></td>
<td><strong>2,567,218</strong></td>
<td><strong>2,567,218</strong></td>
</tr>
</tbody>
</table>
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 '13 - '14 GOAL:**

1. 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:

<table>
<thead>
<tr>
<th>Character Type</th>
<th>FY 11 AUDITED</th>
<th>FY 12 AUDITED</th>
<th>FY 13 ORIGINAL BUDGET</th>
<th>FY 14 EXECUTIVE PROPOSED</th>
<th>FY 14 ENACTED</th>
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</thead>
<tbody>
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<td>783,930</td>
<td>697,659</td>
<td>726,335</td>
<td>726,335</td>
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<td>19,801</td>
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<td>31,650</td>
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<td>2,740</td>
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<td>2,900</td>
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<td>17,450</td>
<td>26,125</td>
<td>26,125</td>
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<tr>
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<td>0</td>
<td>0</td>
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<td>MISCELLANEOUS</td>
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<td>10,798</td>
<td>10,058</td>
<td>10,218</td>
<td>10,218</td>
</tr>
<tr>
<td>INTER-GOVERNMENTAL/INTER-FUND</td>
<td>8,773</td>
<td>55</td>
<td>0</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>665,934</td>
<td>841,982</td>
<td>748,567</td>
<td>797,328</td>
<td>797,328</td>
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**FUNDING SOURCE:**

<table>
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<tr>
<th>Type</th>
<th>FY 11 AUDITED</th>
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<th>FY 13 ORIGINAL BUDGET</th>
<th>FY 14 EXECUTIVE PROPOSED</th>
<th>FY 14 ENACTED</th>
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</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>665,934</td>
<td>841,982</td>
<td>748,567</td>
<td>797,328</td>
<td>797,328</td>
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</table>
The $48,761 net increase in funding for Environmental Services - Bureau of Environmental Services Administration & Engineering is the result of:

<table>
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<tr>
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<td>509,947</td>
<td>4,200</td>
</tr>
<tr>
<td>18,360</td>
<td>18,360</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>45,517</td>
<td>50,995</td>
<td>5,478</td>
</tr>
<tr>
<td>5,633</td>
<td>5,577</td>
<td>(56)</td>
</tr>
<tr>
<td>92,036</td>
<td>91,552</td>
<td>(484)</td>
</tr>
<tr>
<td>37,886</td>
<td>39,064</td>
<td>1,178</td>
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<tr>
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<td>8,650</td>
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<td>2,600</td>
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<tr>
<td>7,800</td>
<td>9,600</td>
<td>1,800</td>
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</table>

<table>
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<tr>
<th>Line item</th>
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<th>FY 14</th>
<th>Change</th>
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<tr>
<td>Safety Equipment</td>
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<td>600</td>
<td>(200)</td>
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<tr>
<td>County Owned Vehicle</td>
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<td>9,000</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,800</td>
<td>9,600</td>
<td>1,800</td>
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## Financial Notes:

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<th>Change</th>
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<tr>
<td>o</td>
<td>1,000</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Non-Targeted Charges - FVS - increase based on acquisition of ATV not covered by First Vehicle Services (FVS)</td>
</tr>
<tr>
<td>o</td>
<td>2,000</td>
<td>7,650</td>
<td>5,650</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Line items adjusted due to two (2) employees attending 2013 Wastecon Conference:</td>
</tr>
<tr>
<td></td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
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<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td></td>
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<td>4,650</td>
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<td>7,650</td>
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<tr>
<td>o</td>
<td>10,058</td>
<td>10,218</td>
<td>160</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pro Rata Shares to the Director of Public Works</td>
</tr>
<tr>
<td>o</td>
<td>0</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fleet Daily Carpool Rentals - used while vehicles are down for service</td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>FY 12 POSITIONS</td>
<td>FY 12 SALARIES</td>
<td>FY 13 POSITIONS</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
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<tr>
<td>Administrative Assistant II</td>
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<td>0.00</td>
</tr>
<tr>
<td>Chief, Engineering Division</td>
<td>1.00</td>
<td>116,534</td>
<td>1.00</td>
</tr>
<tr>
<td>Civil Engineer IV</td>
<td>1.00</td>
<td>100,884</td>
<td>1.00</td>
</tr>
<tr>
<td>Deputy Director of Public Works</td>
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<td>122,361</td>
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<tr>
<td>Engineering Associate IV</td>
<td>1.00</td>
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<tr>
<td>Management Assistant II</td>
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</tbody>
</table>

**SALARY TOTAL**

<table>
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<th></th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
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<td>6.00</td>
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<td>6.00</td>
<td>505,747</td>
<td>6.00</td>
<td>525,690</td>
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**OTHER PERSONAL SERVICES**

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<tr>
<th>SERVICE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>65,747</td>
<td>45,517</td>
<td>52,569</td>
<td>52,569</td>
<td>52,569</td>
<td>52,569</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>4,873</td>
<td>5,633</td>
<td>5,720</td>
<td>5,720</td>
<td>5,720</td>
<td>5,720</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>91,977</td>
<td>92,036</td>
<td>91,552</td>
<td>91,552</td>
<td>91,552</td>
<td>91,552</td>
</tr>
<tr>
<td>Overtime</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>FICA</td>
<td>37,886</td>
<td>37,886</td>
<td>39,964</td>
<td>39,964</td>
<td>39,964</td>
<td>39,964</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>840</td>
<td>840</td>
<td>840</td>
<td>840</td>
<td>840</td>
<td>840</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

|                      |                | 211,323       | 191,912        | 200,645       |

**TOTAL 27TH PAY COST**

|                      |                | 23,438        | 0              | 0             |

**TOTAL PERSONAL SERVICES**

|                      |                | 6.00          | 6.00           | 0             |

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
A - One (1) Administrative Assistant I position upgraded to an Administrative Assistant II - #0716
Department Goal
To provide for proper closure and remediation of all County-owned landfills.

Department Objective
To conduct long-term monitoring of environmental conditions at landfills to ensure regulatory compliance and environmental protection.
To operate and maintain, efficiently and in compliance with State permits, the Scarboro Remediation and Tollgate Landfill groundwater treatment systems and the landfill gas control systems at the Tollgate and Bush Valley Landfill.

County Goal(s) Supported
I. Public Safety
V. Environmental Stewardship

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$759,961</td>
<td>$665,934</td>
<td>$841,982</td>
<td>$834,121</td>
<td>$797,328</td>
</tr>
<tr>
<td>Number of staff</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum total number of unscheduled days a groundwater treatment system is off-line per year</td>
<td>28</td>
<td>45</td>
<td>21</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of days both systems are operational per year</td>
<td>702</td>
<td>685</td>
<td>709</td>
<td>690</td>
<td>690</td>
</tr>
<tr>
<td>Service Quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly treated effluent samples that comply with permit required</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly samples that violated environmental standards</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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.

Major Related Plans and Policies
Solid Waste Management Plan
ORIGIN/PURPOSE:

The Recycling Office oversees the ongoing implementation of the County’s Recycling Plan through the development of aggressive educational programs and the encouragement of residential and commercial/institutional generators to practice good source reduction, re-use, and recycling habits.

FY ’13 - ’14 GOAL:

2 TO PROVIDE A RECYCLING PROGRAM THAT CONTINUES TO MEET OR SURPASS STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS, AND THAT BEST SERVES THE GENERAL PUBLIC

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,113,729</td>
<td>1,180,625</td>
<td>1,094,038</td>
<td>1,181,705</td>
<td>1,181,705</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>251,651</td>
<td>165,687</td>
<td>250,720</td>
<td>257,750</td>
<td>257,750</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>84,242</td>
<td>73,903</td>
<td>63,750</td>
<td>74,450</td>
<td>74,450</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>47,272</td>
<td>64,332</td>
<td>53,770</td>
<td>65,650</td>
<td>65,650</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>2,630</td>
<td>25,538</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,499,524</td>
<td>1,510,085</td>
<td>1,462,278</td>
<td>1,579,555</td>
<td>1,579,555</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>1,499,524</td>
<td>1,510,085</td>
<td>1,462,278</td>
<td>1,579,555</td>
<td>1,579,555</td>
</tr>
</tbody>
</table>
### Financial Notes:

The $117,277 net increase in funding for Environmental Services - Recycling is the result of:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Salaries</td>
<td>694,132</td>
<td>707,594</td>
<td>13,462</td>
<td>2,500 Salary adjustments based on the recommendations of the Dept of Human Resources 10,962 Staff Turnover 1.58%</td>
</tr>
<tr>
<td>Merit increase of 4% for eligible staff</td>
<td>31,197</td>
<td>31,197</td>
<td>0</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>41,073</td>
<td>41,073</td>
<td>0</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>62,472</td>
<td>70,760</td>
<td>8,288</td>
<td>8,288 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
<td>43,058</td>
<td>43,557</td>
<td>499</td>
<td>499 Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
<td>203,230</td>
<td>195,349</td>
<td>(7,881)</td>
<td>(7,881) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>FICA adjustments</td>
<td>55,626</td>
<td>56,655</td>
<td>1,029</td>
<td>1,029 FICA adjustments</td>
</tr>
<tr>
<td>Other Advertising - based on actual expenses for seven (7) major recycling ad campaigns including the single stream program</td>
<td>65,000</td>
<td>55,000</td>
<td>(10,000)</td>
<td>(10,000) Other Advertising - based on actual expenses for seven (7) major recycling ad campaigns including the single stream program</td>
</tr>
<tr>
<td>Other Rents &amp; Utilities - based on actual expenses for portable restroom and handwash units, anticipating an increase, plus rental of a trailer for Tollgate yard trim site</td>
<td>3,900</td>
<td>9,200</td>
<td>5,300</td>
<td>5,300 Other Rents &amp; Utilities - based on actual expenses for portable restroom and handwash units, anticipating an increase, plus rental of a trailer for Tollgate yard trim site</td>
</tr>
<tr>
<td>County Facility Repair &amp; Renovations - funding will provide for new carpet, exterior painting, roof repairs @ $7,350 and water system tanks replacement @ $1,300, cost split with Bureau of Environmental Services - Administration and Solid Waste Management</td>
<td>3,000</td>
<td>8,650</td>
<td>5,650</td>
<td>5,650 County Facility Repair &amp; Renovations - funding will provide for new carpet, exterior painting, roof repairs @ $7,350 and water system tanks replacement @ $1,300, cost split with Bureau of Environmental Services - Administration and Solid Waste Management</td>
</tr>
<tr>
<td>Building/Custodial Services - increase based on contracts for custodial service, HVAC, carpet cleaning, pest control, and electrical and plumbing services, cost split with Bureau of Environmental Services - Administration and Solid Waste Management</td>
<td>6,000</td>
<td>7,600</td>
<td>1,600</td>
<td>1,600 Building/Custodial Services - increase based on contracts for custodial service, HVAC, carpet cleaning, pest control, and electrical and plumbing services, cost split with Bureau of Environmental Services - Administration and Solid Waste Management</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>2,000</td>
<td>2,000</td>
<td>Security Systems - security cameras system maintenance at compost facility</td>
</tr>
<tr>
<td>111,720</td>
<td>119,700</td>
<td>7,980</td>
<td>Other Professional Services adjusted based on actual cost of contract:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Process of Blue Bags 6,720</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Hazardous Waste Events Contract 20,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>E-Cycling 15,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MES Contract 70,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Propane Tank Recycling Contract 0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lab Analysis Contract 0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>111,720</td>
</tr>
<tr>
<td>102,950</td>
<td>108,625</td>
<td>5,675</td>
<td>Line items significantly adjusted, based on actual expense history:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY 13</td>
</tr>
<tr>
<td>5,600</td>
<td>4,800</td>
<td>(800)</td>
<td>Uniform-Rental</td>
</tr>
<tr>
<td>15,600</td>
<td>20,000</td>
<td>4,400</td>
<td>Operating Equipment</td>
</tr>
<tr>
<td>18,600</td>
<td>10,000</td>
<td>(8,600)</td>
<td>Grounds Maintenance</td>
</tr>
<tr>
<td>5,000</td>
<td>3,000</td>
<td>(2,000)</td>
<td>Printing-Commercial</td>
</tr>
<tr>
<td>2,000</td>
<td>3,000</td>
<td>1,000</td>
<td>Delivery Charges</td>
</tr>
<tr>
<td>200</td>
<td>2,000</td>
<td>1,800</td>
<td>Meals-Special Purpose</td>
</tr>
<tr>
<td>2,000</td>
<td>1,000</td>
<td>(1,000)</td>
<td>Building Supplies</td>
</tr>
<tr>
<td>1,000</td>
<td>200</td>
<td>(800)</td>
<td>Crushed Aggregate</td>
</tr>
<tr>
<td>2,000</td>
<td>1,000</td>
<td>(1,000)</td>
<td>County Owned Vehicles</td>
</tr>
<tr>
<td>50,000</td>
<td>60,000</td>
<td>10,000</td>
<td>Fuel Charges</td>
</tr>
<tr>
<td>700</td>
<td>1,400</td>
<td>700</td>
<td>Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>250</td>
<td>2,225</td>
<td>1,975</td>
<td>Training Seminars, Courses</td>
</tr>
<tr>
<td>102,950</td>
<td>108,625</td>
<td>5,675</td>
<td></td>
</tr>
<tr>
<td>30,000</td>
<td>40,000</td>
<td>10,000</td>
<td>Equipment Repair Parts - increase due to aging fleet and actual expense history</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUNDS  
**DIVISION:** RECYCLING  
**Index No.:** 301241

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>3.00</td>
<td>126,107</td>
<td>3.00</td>
</tr>
<tr>
<td>Equipment Repair Specialist</td>
<td>1.00</td>
<td>53,460</td>
<td>1.00</td>
</tr>
<tr>
<td>Laborer</td>
<td>7.00</td>
<td>188,006</td>
<td>7.00</td>
</tr>
<tr>
<td>Recycling Program Coordinator</td>
<td>1.00</td>
<td>56,657</td>
<td>1.00</td>
</tr>
<tr>
<td>Recycling Program Manager</td>
<td>1.00</td>
<td>98,011</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Equipment Operator</td>
<td>3.00</td>
<td>128,124</td>
<td>3.00</td>
</tr>
<tr>
<td>Weighmaster/Attendant I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Weighmaster/Attendant II</td>
<td>1.00</td>
<td>44,029</td>
<td>1.00</td>
</tr>
<tr>
<td>Weighmaster/Attendant Trainee</td>
<td>1.00</td>
<td>23,700</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>18.00</td>
<td>718,094</td>
<td>18.00</td>
</tr>
</tbody>
</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers’ Compensation</td>
<td>37,179</td>
<td>43,058</td>
<td>45,151</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>202,228</td>
<td>203,230</td>
<td>195,349</td>
</tr>
<tr>
<td>Overtime</td>
<td>33,000</td>
<td>33,000</td>
<td>33,000</td>
</tr>
<tr>
<td>FICA</td>
<td>57,458</td>
<td>55,626</td>
<td>58,580</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,520</td>
<td>2,520</td>
<td>2,520</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>425,737</td>
<td>399,906</td>
<td>448,949</td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33,419</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>18.00</td>
<td>1,177,250 *</td>
<td>18.00</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

**A** - One (1) Weighmaster Attendant Trainee position upgraded to a Weighmaster/Attendant I - #0623
Department Goal  
To provide a recycling program that continues to meet or exceed State mandated recycling requirements and County goals, and that best serves the general public.

Department Objective  
To continue to exceed the State mandated recycling rate of 20% by at least 5%.

County Goal(s) Supported
V. Environmental Stewardship  
VI. Quality Living

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$1,663,000</td>
<td>$1,499,500</td>
<td>$1,627,808</td>
<td>$1,591,182</td>
<td>$1,579,535</td>
</tr>
<tr>
<td>Number of staff (enacted)</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gallons of motor oil recycled</td>
<td>86,752</td>
<td>85,563</td>
<td>121,700</td>
<td>75,000</td>
<td>85,000</td>
</tr>
<tr>
<td>Gallons of antifreeze recycled</td>
<td>4,917</td>
<td>6,164</td>
<td>6,088</td>
<td>5,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Tons of white goods recycled</td>
<td>1,637</td>
<td>1,475</td>
<td>1,096</td>
<td>2,500</td>
<td>2,000</td>
</tr>
<tr>
<td>Number of pesticide containers recycled</td>
<td>3,500</td>
<td>5,300</td>
<td>2,938</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Number of promotional projects</td>
<td>4</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cost per ton of recyclables collected</td>
<td>$8.44</td>
<td>$8.83</td>
<td>$9.72</td>
<td>$7.96</td>
<td>$8.31</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of residential recycling customers rating</td>
<td>65%</td>
<td>65%</td>
<td>65%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>services as good or better</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of waste stream recycled</td>
<td>60%</td>
<td>62%</td>
<td>59%</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>Tonnage of materials removed from the waste stream</td>
<td>197,000</td>
<td>169,800</td>
<td>167,500</td>
<td>200,000</td>
<td>190,000</td>
</tr>
</tbody>
</table>

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
ENVIRONMENTAL SERVICES

PERCENT OF SOLID WASTE RECYCLED

FISCAL YEAR

Includes ALL recycling reported by businesses, along with recycling from The Harford Waste Disposal Center. This is the percentage reported to the Maryland Department of the Environment annually.
ENVIRONMENTAL SERVICES

MAJOR RECYCLING CATEGORIES

(by calendar year 2012)
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.

<table>
<thead>
<tr>
<th>Summary by Character:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>109,376</td>
<td>102,103</td>
<td>108,350</td>
<td>113,750</td>
<td>113,750</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>11,138</td>
<td>15,047</td>
<td>12,400</td>
<td>12,525</td>
<td>12,525</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>1,908</td>
<td>12,793</td>
<td>14,000</td>
<td>12,000</td>
<td>12,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>122,422</td>
<td>129,943</td>
<td>134,750</td>
<td>138,275</td>
<td>138,275</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding Source:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>122,422</td>
<td>129,943</td>
<td>134,750</td>
<td>138,275</td>
<td>138,275</td>
</tr>
</tbody>
</table>
The $3,525 net increase in funding for Environmental Services - Post Closure is the result of:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Professional Services - decrease based on actual expenses for lab and instrument repairs and calibration site contracts</td>
<td>47,700</td>
<td>44,000</td>
<td>(3,700)</td>
</tr>
<tr>
<td>Legal Notice - legal advertising for National Pollutant Discharge Elimination System (NPDES) as required by Maryland Department of the Environment (MDE)</td>
<td>0</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>--------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td>36,000</td>
<td>45,000</td>
<td>9,000</td>
</tr>
<tr>
<td>Landscape &amp; Grounds Materials</td>
<td>400</td>
<td>0</td>
<td>(400)</td>
</tr>
<tr>
<td>Laboratory Supplies</td>
<td>2,000</td>
<td>4,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Total</td>
<td>38,400</td>
<td>49,000</td>
<td>10,600</td>
</tr>
<tr>
<td>Crushed Aggregate - purchase of stone as needed for washouts at all closed landfills</td>
<td>0</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Other Supplies &amp; Materials - monitoring and sampling equipment and supplies for groundwater, flares and gas systems</td>
<td>5,000</td>
<td>2,000</td>
<td>(3,000)</td>
</tr>
<tr>
<td>Equipment - replacement of extraction wells at Tollgate Landfill and replacement pumps at all closed landfills</td>
<td>14,000</td>
<td>12,000</td>
<td>(2,000)</td>
</tr>
</tbody>
</table>
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.

### Summary by Character:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>8,882</td>
<td>6,721</td>
<td>18,000</td>
<td>11,860</td>
</tr>
<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td>33,089</td>
<td>33,715</td>
<td>32,700</td>
<td>27,200</td>
</tr>
<tr>
<td>50</td>
<td>CAPITAL OUTLAY</td>
<td>3,217</td>
<td>227</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td>45,188</td>
<td>40,663</td>
<td>53,700</td>
<td>42,060</td>
</tr>
</tbody>
</table>

### Funding Source:

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>GENERAL</td>
<td>45,188</td>
<td>40,663</td>
<td>53,700</td>
<td>42,060</td>
</tr>
</tbody>
</table>
The ($11,640) net decrease in funding for Environmental Services - Scarboro Remediation is the result of:

<table>
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<tr>
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<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,600</td>
<td>8,300</td>
<td>(1,300)</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,000</td>
<td>4,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>1,000</td>
<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>500</td>
<td>200</td>
<td>(300)</td>
</tr>
<tr>
<td>800</td>
<td>1,200</td>
<td>400</td>
</tr>
<tr>
<td>300</td>
<td>900</td>
<td>600</td>
</tr>
<tr>
<td>2,000</td>
<td>1,500</td>
<td>(500)</td>
</tr>
<tr>
<td>9,600</td>
<td>8,300</td>
<td>(1,300)</td>
</tr>
</tbody>
</table>

- Other Professional Services - lab analysis contract and carbon change out to remediation system: 10,000 6,000 (4,000)
- Chemicals in Bulk - feed chemicals based on contract: 21,000 15,000 (6,000)
- Equipment - replacement pumps required annually: 3,000 3,000 0
ORIGIN/PURPOSE:

Noxious Weed Control is a State program to control noxious and invasive weeds. Noxious weeds include Johnson grass, Shattercane, and Canada thistle and are usually found on agricultural lands although some properties owned by land developers are affected. This program also budgets for noxious weed control on County owned properties.

Noxious Weed Control provides funding for a Noxious Weed Coordinator and Technician to coordinate the local program for controlling noxious weeds in Harford County.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>7,095</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>205</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>0</td>
<td>0</td>
<td>700</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>8,000</td>
<td>8,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

GRAND TOTAL: 8,000 8,000 8,000 0 0

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>8,000</td>
<td>0</td>
</tr>
</tbody>
</table>

698
The ($8,000) net decrease in funding for Environmental Services - Noxious Weed is the result of:

The program will be spending down funding in Grant Account - G113001. When this funding is depleted we will resume the operating funding to continue the Noxious Weed program.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Salaries</td>
<td>6,590</td>
<td>0</td>
<td>(6,590)</td>
</tr>
<tr>
<td>FICA</td>
<td>505</td>
<td>0</td>
<td>(505)</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>175</td>
<td>0</td>
<td>(175)</td>
</tr>
<tr>
<td>Uniform Rental</td>
<td>30</td>
<td>0</td>
<td>(30)</td>
</tr>
<tr>
<td>Equipment Repair Parts</td>
<td>200</td>
<td>0</td>
<td>(200)</td>
</tr>
<tr>
<td>Chemicals in Bulk</td>
<td>350</td>
<td>0</td>
<td>(350)</td>
</tr>
<tr>
<td>Safety Equipment</td>
<td>150</td>
<td>0</td>
<td>(150)</td>
</tr>
</tbody>
</table>
DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
DIVISION: BUREAU OF ENVIRONMENTAL SERVICES NOXIOUS WEED CONTROL

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEMPORARY SALARIES</td>
<td>0</td>
<td>6,590</td>
<td>0</td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>0</td>
<td>6,590</td>
<td>0</td>
</tr>
</tbody>
</table>

OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>FICA</td>
<td>0</td>
<td>505</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>0</td>
<td>505</td>
<td>0</td>
</tr>
</tbody>
</table>

TOTAL PERSONAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0 *</td>
<td>7,095</td>
<td>0</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - This program will spend down funding in the grant account. When this funding is depleted we will resume the operating funding to continue this program.
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:

<table>
<thead>
<tr>
<th>CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>17,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>8,475</td>
<td>7,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>8,475</strong></td>
<td><strong>7,500</strong></td>
<td><strong>17,000</strong></td>
<td><strong>10,000</strong></td>
<td><strong>10,000</strong></td>
</tr>
</tbody>
</table>

### FUNDING SOURCE:

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>8,475</td>
<td>7,500</td>
<td>17,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
</tbody>
</table>

### FINANCIAL NOTES:

The ($7,000) net decrease in funding for Environmental Services - Gypsy Moth is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>17,000</td>
<td>10,000</td>
<td>(7,000)</td>
</tr>
</tbody>
</table>

Other Professional Services - work is performed by Maryland State employees, we pay one invoice per year for spray services or an annual report, decrease based on actual expense history.
# SOLID WASTE SERVICES SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Enacted FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,556,208</td>
<td>2,673,710</td>
<td>2,487,309</td>
<td>2,556,647</td>
<td>2,556,647</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>8,645,321</td>
<td>8,879,151</td>
<td>9,581,296</td>
<td>10,031,713</td>
<td>10,031,713</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>87,841</td>
<td>178,219</td>
<td>135,450</td>
<td>148,850</td>
<td>148,850</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>306,310</td>
<td>401,260</td>
<td>272,615</td>
<td>390,465</td>
<td>390,465</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>690</td>
<td>612</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>131,369</td>
<td>846</td>
<td>0</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>11,727,739</strong></td>
<td><strong>12,133,798</strong></td>
<td><strong>12,476,670</strong></td>
<td><strong>13,128,675</strong></td>
<td><strong>13,128,675</strong></td>
</tr>
</tbody>
</table>

# SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Enacted FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>55 SOLID WASTE SERVICES</td>
<td>11,727,739</td>
<td>12,133,798</td>
<td>12,476,670</td>
<td>13,128,675</td>
<td>13,128,675</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>11,727,739</strong></td>
<td><strong>12,133,798</strong></td>
<td><strong>12,476,670</strong></td>
<td><strong>13,128,675</strong></td>
<td><strong>13,128,675</strong></td>
</tr>
</tbody>
</table>

# SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Enacted FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>301211 BUREAU OF SOLID WASTE MANAGEMENT</td>
<td>3,391,726</td>
<td>3,711,335</td>
<td>3,569,524</td>
<td>3,801,862</td>
<td>3,801,862</td>
</tr>
<tr>
<td>301271 WASTE TO ENERGY</td>
<td>8,336,013</td>
<td>8,422,463</td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>9,326,813</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>11,727,739</strong></td>
<td><strong>12,133,798</strong></td>
<td><strong>12,476,670</strong></td>
<td><strong>13,128,675</strong></td>
<td><strong>13,128,675</strong></td>
</tr>
</tbody>
</table>
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 '13 - '14 GOAL:**

3 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:**

<table>
<thead>
<tr>
<th>ACCOUNT CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,556,208</td>
<td>2,673,710</td>
<td>2,487,309</td>
<td>2,556,647</td>
<td>2,556,647</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>309,308</td>
<td>456,688</td>
<td>674,150</td>
<td>704,900</td>
<td>704,900</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>87,841</td>
<td>178,219</td>
<td>135,450</td>
<td>148,850</td>
<td>148,850</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>306,310</td>
<td>401,260</td>
<td>272,615</td>
<td>390,465</td>
<td>390,465</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>690</td>
<td>612</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>131,369</td>
<td>846</td>
<td>0</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>3,391,726</strong></td>
<td><strong>3,711,335</strong></td>
<td><strong>3,569,524</strong></td>
<td><strong>3,801,862</strong></td>
<td><strong>3,801,862</strong></td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th>ACCOUNT CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>55 SOLID WASTE SERVICES</td>
<td><strong>3,391,726</strong></td>
<td><strong>3,711,335</strong></td>
<td><strong>3,569,524</strong></td>
<td><strong>3,801,862</strong></td>
<td><strong>3,801,862</strong></td>
</tr>
</tbody>
</table>
The $232,338 net increase in funding for Environmental Services - Bureau of Solid Waste Management is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,533,649</td>
<td>1,512,745</td>
<td>(20,904)</td>
</tr>
<tr>
<td>Full-time Salaries</td>
<td>Salary adjustments based on the recommendations of the Dept of Human Resources</td>
<td></td>
</tr>
<tr>
<td>1,531</td>
<td>(22,435)</td>
<td></td>
</tr>
<tr>
<td>Staff Turnover</td>
<td>(1.46%)</td>
<td></td>
</tr>
<tr>
<td>(20,904)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Position abolished for FY 14:

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.00)</td>
<td>(23,700)</td>
<td>(11,611)</td>
<td>(35,311)</td>
</tr>
<tr>
<td>Weighmaster Attendant Trainee</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27,382 PEHP (Post Employment Health Plan)

63,869 FY 13 Merit of 4% for all eligible staff

139,249 152,394 Pension/Retirement rate adjustments per Treasury's estimates

89,750 97,534 Workers’ Compensation rate adjustments per Treasury’s estimates

453,314 468,286 Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage

127,921 126,322 (1,599) FICA adjustment

24,000 62,000 38,000 Vehicle & Operating Equipment - increase to cover rentals of heavy special equipment used in operation

34,000 50,000 16,000 Management Services - Town of Bel Air rubble disposal, increase in fee at disposal site

0 28,650 28,650 County Facility Repair & Renovation - will provide for new carpet, exterior paining, roof repairs and water system tanks replacement, cost split with Environmental Services - Administration and Recycling plus $20,000 to enclose over wash bay area due to permit compliance

0 2,000 2,000 Security Systems - security cameras maintenance service at Harford Waste Disposal Center (HWDC) sites

0 1,000 1,000 Fleet Daily Carpool Rentals - rental fees for 16 passenger van as needed for tours and while vehicles are being serviced
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazardous Waste Disposal</td>
<td>10,000</td>
<td>12,000</td>
<td>2,000</td>
<td>required quarterly, includes florescent light</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>tube disposal</td>
</tr>
<tr>
<td>Groundwater &amp; Leachate Testing</td>
<td>25,000</td>
<td>22,000</td>
<td>(3,000)</td>
<td>required semi-annually, based on actuals</td>
</tr>
<tr>
<td>Leachate Hauling</td>
<td>214,500</td>
<td>214,500</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Scale Maintenance</td>
<td>7,000</td>
<td>6,000</td>
<td>(1,000)</td>
<td>based on actuals</td>
</tr>
<tr>
<td>Parts Cleaner Service</td>
<td>2,600</td>
<td>2,900</td>
<td>300</td>
<td>based on actuals</td>
</tr>
<tr>
<td>Surveying</td>
<td>7,000</td>
<td>4,500</td>
<td>(2,500)</td>
<td>Annual aerial topography for MDE report</td>
</tr>
<tr>
<td>Stone Hauling</td>
<td>19,500</td>
<td>30,000</td>
<td>10,500</td>
<td>based on actuals</td>
</tr>
<tr>
<td>Fire Extinguisher</td>
<td>1,400</td>
<td>1,250</td>
<td>(150)</td>
<td>based on actuals</td>
</tr>
<tr>
<td>Florescent Bulb Disposal</td>
<td>9,600</td>
<td>0</td>
<td>(9,600)</td>
<td>moved under Hazardous Waste Disposal</td>
</tr>
<tr>
<td>Welding Services</td>
<td>50,000</td>
<td>49,500</td>
<td>(500)</td>
<td>contract for bin welding</td>
</tr>
<tr>
<td>Screening Soil Services</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>366,600</td>
<td>362,650</td>
<td>(3,950)</td>
<td></td>
</tr>
</tbody>
</table>

513,100 594,000 80,900 Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,200</td>
<td>9,500</td>
<td>1,300</td>
<td>Office Equipment</td>
</tr>
<tr>
<td>30,000</td>
<td>15,000</td>
<td>(15,000)</td>
<td>Water &amp; Sewer - due to leachate patterns</td>
</tr>
<tr>
<td>2,000</td>
<td>3,000</td>
<td>1,000</td>
<td>Heating Fuel (Oil)</td>
</tr>
<tr>
<td>22,000</td>
<td>18,000</td>
<td>(4,000)</td>
<td>Telephone Service</td>
</tr>
<tr>
<td>35,000</td>
<td>25,000</td>
<td>(10,000)</td>
<td>Operating Equipment</td>
</tr>
<tr>
<td>90,300</td>
<td>70,000</td>
<td>(20,300)</td>
<td>Grounds Maintenance</td>
</tr>
<tr>
<td>15,000</td>
<td>12,000</td>
<td>(3,000)</td>
<td>Building/Custodial Services</td>
</tr>
<tr>
<td>40,000</td>
<td>50,000</td>
<td>10,000</td>
<td>Equipment Repair Parts</td>
</tr>
<tr>
<td>500</td>
<td>2,000</td>
<td>1,500</td>
<td>Small Tools</td>
</tr>
<tr>
<td>100</td>
<td>1,500</td>
<td>1,400</td>
<td>Oil &amp; Lubricants</td>
</tr>
<tr>
<td>60,000</td>
<td>63,000</td>
<td>3,000</td>
<td>County Owned Vehicles</td>
</tr>
<tr>
<td>160,000</td>
<td>250,000</td>
<td>90,000</td>
<td>Fuel Charges</td>
</tr>
<tr>
<td>50,000</td>
<td>75,000</td>
<td>25,000</td>
<td>Non-Targeted Charges - FVS</td>
</tr>
<tr>
<td><strong>513,100</strong></td>
<td><strong>594,000</strong></td>
<td><strong>80,900</strong></td>
<td></td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES  
**DIVISION:** BUREAU OF SOLID WASTE MANAGEMENT  
**Index No. 301211**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>47,896</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>39,132</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
<td>49,063</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Specialist II</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Chauffeur Laborer</td>
<td>1.00</td>
<td>38,248</td>
<td>0.00</td>
</tr>
<tr>
<td>Chief, Solid Waste Management</td>
<td>1.00</td>
<td>101,865</td>
<td>1.00</td>
</tr>
<tr>
<td>Civil Engineer I</td>
<td>1.00</td>
<td>43,900</td>
<td>0.00</td>
</tr>
<tr>
<td>Clerk Typist</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Crew Chief</td>
<td>3.00</td>
<td>186,081</td>
<td>3.00</td>
</tr>
<tr>
<td>Crew Leader I</td>
<td>1.00</td>
<td>33,100</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Associate II</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>3.00</td>
<td>149,733</td>
<td>2.00</td>
</tr>
<tr>
<td>Equipment Operator Trainee</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
</tr>
<tr>
<td>Equipment Repair Specialist</td>
<td>1.00</td>
<td>53,460</td>
<td>1.00</td>
</tr>
<tr>
<td>Laborer</td>
<td>4.00</td>
<td>121,711</td>
<td>5.00</td>
</tr>
<tr>
<td>Landfill Supervisor</td>
<td>1.00</td>
<td>61,351</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Equipment Operator</td>
<td>7.00</td>
<td>294,129</td>
<td>7.00</td>
</tr>
<tr>
<td>Weighmaster/Attendant I</td>
<td>1.00</td>
<td>30,857</td>
<td>1.00</td>
</tr>
<tr>
<td>Weighmaster/Attendant II</td>
<td>5.00</td>
<td>237,457</td>
<td>5.00</td>
</tr>
<tr>
<td>Weighmaster/Attendant Trainee</td>
<td>1.00</td>
<td>23,700</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**  
33.00  1,511,683  
33.00  1,533,649  
32.00  1,539,634  

**PART-TIME SALARIES**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laborer</td>
<td>0.00</td>
<td>0.00</td>
<td>0.60</td>
</tr>
<tr>
<td>Senior Equipment Operator</td>
<td>0.00</td>
<td>24,960</td>
<td>0.60</td>
</tr>
</tbody>
</table>

**TOTAL PART-TIME SALARIES**  
0.00  24,960  
1.20  38,526  
1.20  39,524  

**TEMPORARY SALARIES**  
13,900  
0  
0  

**SALARY TOTAL**  
33.00  1,550,543  
34.20  1,572,175  
33.20  1,579,158  

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### DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES  
**DIVISION:** BUREAU OF SOLID WASTE MANAGEMENT  
Index No. 301211

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>201,571</td>
<td>139,249</td>
<td>139,249</td>
<td>155,320</td>
<td>155,320</td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>78,663</td>
<td>89,750</td>
<td>99,019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>460,027</td>
<td>453,314</td>
<td>462,553</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>27,382</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overtime</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>126,266</td>
<td>127,921</td>
<td>128,455</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,760</td>
<td>4,900</td>
<td>4,760</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>971,287</strong></td>
<td><strong>915,134</strong></td>
<td><strong>977,489</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**  

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>72,246</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>33.00</strong></td>
<td><strong>34.20</strong></td>
<td><strong>33.20</strong></td>
</tr>
<tr>
<td><strong>2,594,076</strong></td>
<td><strong>2,487,309</strong></td>
<td><strong>2,556,647</strong></td>
<td><strong>2,556,647</strong></td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Specialist I upgraded to an Administrative Specialist II - #1992  
B - One (1) Administrative Assistant II position filled as a Clerk Typist - #1732  
C - One (1) Weighmaster/Attendant Trainee position abolished - #0500
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$11,490,197</td>
<td>$11,727,739</td>
<td>$12,133,798</td>
<td>$12,476,670</td>
<td>$13,128,675</td>
</tr>
<tr>
<td>Tons of Solid Waste managed (in-county)*</td>
<td>160,896</td>
<td>173,452</td>
<td>154,921</td>
<td>160,000</td>
<td>160,000</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tons of material removed from the waste stream at HWDC</td>
<td>52,523</td>
<td>59,024</td>
<td>65,492</td>
<td>66,000</td>
<td>66,000</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of waste stream recycled county-wide</td>
<td>60%</td>
<td>62%</td>
<td>59%</td>
<td>59%</td>
<td>59%</td>
</tr>
</tbody>
</table>

*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 FY 2012 Tons will be reported for materials handled at the Landfill; Waste to Energy Facility, Yard Trim Facility; and Recycling Transfer Station.
DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: Waste to Energy
INDEX: 301271

ORIGIN/PURPOSE:
This budget is based on the Northeast Maryland Waste Disposal Authority issuing their bonds and purchasing the Waste to Energy Plant on our behalf. The operating budget consists of payments to the contract operator for operations and maintenance expense, repair and replacement expense, insurance expenses, management fees, ash transportation, air quality testing, and air pollution control monitoring, etc. Funds are also budgeted for Northeast Maryland Waste Disposal Authority (NMWDA) fees and a site lease to Aberdeen Proving Ground.

The Treasury Department will act as an agent for NMWDA and collect all monies including steam revenue from the Army. The department will pay all invoices to the contract operator, NMWDA and the Army.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUMMARY BY CHARACTER:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>8,336,013</td>
<td>8,422,463</td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>9,326,813</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>8,336,013</td>
<td>8,422,463</td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>9,326,813</td>
</tr>
<tr>
<td><strong>FUNDING SOURCE:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>55 SOLID WASTE SERVICES</td>
<td>8,336,013</td>
<td>8,422,463</td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>9,326,813</td>
</tr>
</tbody>
</table>

FINANCIAL NOTES:
The $419,667 net increase in funding for the Environmental Services - Waste to Energy plant is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,907,146</td>
<td>9,326,813</td>
<td>419,667</td>
</tr>
</tbody>
</table>

Management Services - Waste to Energy plant operating expenses as estimated by Treasury:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract operator, O &amp; M, repair and replacement costs, insurance, management fee, ash transportation, etc.</td>
<td>8,433,927</td>
<td>8,843,196</td>
<td>409,269</td>
</tr>
<tr>
<td>Payment to Baltimore City for ash (based on 70% going to City)</td>
<td>225,000</td>
<td>231,750</td>
<td>6,750</td>
</tr>
<tr>
<td>Northeast Maryland Waste Disposal Authority Fee</td>
<td>245,099</td>
<td>248,747</td>
<td>3,648</td>
</tr>
<tr>
<td>Site Lease - APG</td>
<td>3,120</td>
<td>3,120</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,907,146</td>
<td>9,326,813</td>
<td>419,667</td>
</tr>
</tbody>
</table>

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DEPARTMENT OF PUBLIC WORKS
DIVISION OF WATER AND SEWER

- County Executive
  - Director of Administration
    - Director of Public Works
      - Deputy Director Division of Water & Sewer
        - Bureau of Water & Sewer Administration
          - Depreciation
        - Bureau of Water & Sewer Engineering
        - Bureau of Water & Sewer Maintenance
        - Bureau of Water & Sewer Operations
          - Wastewater Processing
          - Water Production
DEPARTMENT OF PUBLIC WORKS
DIVISION OF WATER & SEWER

ORIGIN/PURPOSE:
The Public Works Division of Water and Sewer is mainly funded by user charges, interest on investments and licenses and permits. The Division is responsible for the operation, maintenance, administration, planning, and engineering of public water and sewer facilities to service over 100,000 people in Harford County that reside outside the three incorporated towns. The Division is grouped into six functional areas:

**BUREAU OF WATER & SEWER ADMINISTRATION:** is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Purchase Agreements, Building Permits, Master Plan revisions, Capital Projects, Petitions, Budget and Personnel Management.

**DEPRECIATION:** is an account to track depreciation expense.

**BUREAU OF WATER & SEWER ENGINEERING:** handles contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assists in house utility assessments and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

**BUREAU OF WATER & SEWER MAINTENANCE:** operates and maintains the water distribution system and sewer collection system on a 24 hour, 7 days a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section, and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency service. The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) System.

**BUREAU OF WATER & SEWER OPERATIONS:**

**WASTEWATER PROCESSING:** is responsible for the treatment of domestic wastewater originating from more than 43,319 customer accounts of the County's sewer system; operating three County-owned treatment plants; operating 55 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants; and operating and maintaining over 300 individual home sewage collection/pumping systems collectively. The County's main wastewater facility, Sod Run, is a regional type facility treating County septage, leachate, and other plant residuals in addition to the wastewater delivered from the collection system. It is a State and federally acclaimed wastewater treatment system subject of awards and publications.

**WATER PRODUCTION:** provides safe and potable water to over 43,319 customers on the County's water system; utilizes three County-owned treatment plants, 12 booster stations, 13 water towers to process and deliver water, and purchases water from the City of Havre de Grace. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry.

MISSION STATEMENT:
TO PROVIDE EFFICIENT AND RELIABLE PUBLIC UTILITIES FOR POTABLE WATER AND CENTRALIZED SEWERAGE WORKS FOR OUR CUSTOMERS THROUGH COST EFFECTIVE MANAGEMENT AND MAINTENANCE OF OUR INFRASTRUCTURE; WELL PLANNED IMPROVEMENTS AND CAPACITY DEVELOPMENT; COMPLIANCE WITH REGULATORY REQUIREMENTS; AND CONSCIOUS AND RESPONSIBLE OPERATIONS TO HELP PROTECT OUR NATURAL ENVIRONMENT AND THE SAFETY OF THE PUBLIC AND WORKFORCE

FY '13 - '14 GOALS:

1. TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATIONS
2. TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS
3. TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS
## DEPARTMENT OF PUBLIC WORKS
### WATER & SEWER OPERATIONS

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>14,023,238</td>
<td>14,675,465</td>
<td>13,833,825</td>
<td>14,585,398</td>
<td>14,585,398</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>6,027,409</td>
<td>6,158,189</td>
<td>7,200,219</td>
<td>7,993,360</td>
<td>7,993,360</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>2,328,451</td>
<td>2,607,577</td>
<td>3,191,270</td>
<td>3,664,345</td>
<td>3,664,345</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>555,573</td>
<td>672,648</td>
<td>617,200</td>
<td>695,510</td>
<td>695,510</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>578,507</td>
<td>509,779</td>
<td>837,687</td>
<td>927,140</td>
<td>927,140</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>11,030,618</td>
<td>11,195,888</td>
<td>11,280,396</td>
<td>11,565,066</td>
<td>11,565,066</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>980,360</td>
<td>520,573</td>
<td>620,000</td>
<td>620,000</td>
<td>620,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>35,524,156</strong></td>
<td><strong>36,340,119</strong></td>
<td><strong>37,580,597</strong></td>
<td><strong>40,050,819</strong></td>
<td><strong>40,050,819</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>51 WATER &amp; SEWER OPERATING</td>
<td>35,524,156</td>
<td>36,340,119</td>
<td>37,580,597</td>
<td>40,050,819</td>
<td>40,050,819</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>35,524,156</strong></td>
<td><strong>36,340,119</strong></td>
<td><strong>37,580,597</strong></td>
<td><strong>40,050,819</strong></td>
<td><strong>40,050,819</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td>ADMINISTRATION</td>
<td>2,967,506</td>
<td>2,566,952</td>
<td>3,030,993</td>
<td>3,399,917</td>
<td>3,399,917</td>
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<tr>
<td>DEPRECIATION</td>
<td>9,126,524</td>
<td>9,638,801</td>
<td>9,200,000</td>
<td>9,200,000</td>
<td>9,200,000</td>
</tr>
<tr>
<td>ENGINEERING</td>
<td>1,188,083</td>
<td>1,195,087</td>
<td>1,268,754</td>
<td>1,318,138</td>
<td>1,318,138</td>
</tr>
<tr>
<td>W &amp; S MAINTENANCE</td>
<td>6,112,298</td>
<td>6,367,236</td>
<td>6,564,242</td>
<td>6,939,334</td>
<td>6,939,334</td>
</tr>
<tr>
<td>WASTEWATER PROCESSING</td>
<td>10,202,345</td>
<td>10,194,647</td>
<td>10,824,889</td>
<td>12,114,644</td>
<td>12,114,644</td>
</tr>
<tr>
<td>WATER PRODUCTION</td>
<td>5,927,400</td>
<td>6,377,396</td>
<td>6,691,719</td>
<td>7,078,786</td>
<td>7,078,786</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>35,524,156</strong></td>
<td><strong>36,340,119</strong></td>
<td><strong>37,580,597</strong></td>
<td><strong>40,050,819</strong></td>
<td><strong>40,050,819</strong></td>
</tr>
</tbody>
</table>
The $2,470,222 net increase in funding for the Water & Sewer Division of Public Works is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,023,468</td>
<td>8,958,811</td>
<td>(64,657)</td>
<td>Full Time Salaries: Salary adjustments based on the recommendations of the Department of Human Resources Staff Turnover (2.18%) Management Assistant II salary no longer offset due to work hours</td>
</tr>
<tr>
<td>366,340</td>
<td>366,340</td>
<td></td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>168,857</td>
<td>168,857</td>
<td></td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>99,778</td>
<td>52,540</td>
<td>(47,238)</td>
<td>Temporary Salaries - provides for a Clerk Dispatcher and Laborer, eliminated vacant Water &amp; Sewer Management Specialist and Water/Wastewater Facility Mechanic positions</td>
</tr>
<tr>
<td>51,307</td>
<td>51,307</td>
<td></td>
<td>Position created for FY 14:</td>
</tr>
<tr>
<td></td>
<td>827,697</td>
<td>70,441</td>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td></td>
<td>255,332</td>
<td>(6,805)</td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>2,158,916</td>
<td>2,197,332</td>
<td>38,416</td>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>620,300</td>
<td>780,400</td>
<td>160,100</td>
<td>Overtime - increase based on actual expense history for emergency utility crews to cover 24 hour operations</td>
</tr>
<tr>
<td>76,291</td>
<td>84,700</td>
<td>8,409</td>
<td>Shift Differential - adjusted based on actual expense history</td>
</tr>
<tr>
<td>748,103</td>
<td>754,506</td>
<td>6,403</td>
<td>FICA adjustment</td>
</tr>
<tr>
<td>6,550</td>
<td>35,850</td>
<td>29,300</td>
<td>Vehicle &amp; Operating Equipment - funding to allow for the rental of machinery per the Fleet Manager</td>
</tr>
</tbody>
</table>
DEPARTMENT OF PUBLIC WORKS
WATER & SEWER OPERATIONS

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Facility Repair &amp; Renovations - increase based on actuals for routine repairs:</td>
<td></td>
<td></td>
<td>473,000</td>
</tr>
<tr>
<td>Maintenance</td>
<td>126,300</td>
<td>146,300</td>
<td>20,000</td>
</tr>
<tr>
<td>Waste Water Processing</td>
<td>879,500</td>
<td>1,326,500</td>
<td>447,000</td>
</tr>
<tr>
<td>Water Production</td>
<td>221,700</td>
<td>227,700</td>
<td>6,000</td>
</tr>
<tr>
<td></td>
<td>1,227,500</td>
<td>1,700,500</td>
<td>473,000</td>
</tr>
<tr>
<td>Other Service &amp; Maintenance Contract - implementation of Cityworks Program software linking water treatment with Wastewater Processing and Water Maintenance</td>
<td>92,000</td>
<td>139,500</td>
<td>47,500</td>
</tr>
<tr>
<td>Engineering Services increase based on actuals:</td>
<td>100,000</td>
<td>180,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Utility Water &amp; Sewer Purchase - raw water purchased from Baltimore City delivered through the Big Inch and monthly payments to the City of Havre de Grace for treating recycled water from Harford County's water plant</td>
<td>180,500</td>
<td>190,500</td>
<td>10,000</td>
</tr>
<tr>
<td>(7,700) Uniforms-Purchase - shirts, hats, etc. purchased every two years which are not included in the Uniform-Rental contract</td>
<td>9,500</td>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>Other Professional Services - increase based on actual expense history:</td>
<td>1,150,260</td>
<td>1,349,685</td>
<td>199,425</td>
</tr>
<tr>
<td>Administration</td>
<td>0</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Engineering</td>
<td>21,000</td>
<td>21,900</td>
<td>900</td>
</tr>
<tr>
<td>Maintenance</td>
<td>135,300</td>
<td>124,000</td>
<td>(11,300)</td>
</tr>
<tr>
<td>WWP</td>
<td>935,010</td>
<td>1,103,060</td>
<td>168,050</td>
</tr>
<tr>
<td>Water Prod</td>
<td>58,950</td>
<td>97,725</td>
<td>38,775</td>
</tr>
<tr>
<td></td>
<td>1,150,260</td>
<td>1,349,685</td>
<td>199,425</td>
</tr>
<tr>
<td>W &amp; S Lines Service Parts - increase due to cost of parts and lead free requirements enacted 1/11/12</td>
<td>63,500</td>
<td>71,500</td>
<td>8,000</td>
</tr>
<tr>
<td>Laboratory Supplies - increase based on actual expense history for supplies used in lab for process analysis and to monitor National Pollutant Discharge Elimination System (NPDES) compliance and reporting to the Maryland Department of the Environment (MDE)</td>
<td>78,800</td>
<td>101,360</td>
<td>22,560</td>
</tr>
</tbody>
</table>
## DEPARTMENT OF PUBLIC WORKS
### WATER & SEWER OPERATIONS

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>180,000</td>
<td>180,000</td>
<td>0</td>
</tr>
</tbody>
</table>

- **Unanticipated Maintenance** - contingency for unexpected emergencies

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,396,000</td>
<td>1,728,700</td>
<td>332,700</td>
</tr>
</tbody>
</table>

- **Chemicals in Bulk** - increase based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
<tr>
<td>896,000</td>
<td>944,000</td>
<td>48,000</td>
</tr>
<tr>
<td>490,000</td>
<td>774,700</td>
<td>284,700</td>
</tr>
<tr>
<td><strong>1,396,000</strong></td>
<td><strong>1,728,700</strong></td>
<td><strong>332,700</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>433,200</td>
<td>460,000</td>
<td>26,800</td>
</tr>
</tbody>
</table>

- **Water Meter Purchases** - new and replacement installations due to replacement program for all meters exceeding 15 years of age

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
</tr>
</tbody>
</table>

- **Other (Audit Only)** - General Inventory per Treasury's recommendation

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>837,687</td>
<td>927,140</td>
<td>89,453</td>
</tr>
</tbody>
</table>

- **Equipment** - normal annual purchases of pumps, generators, saws, tampers, etc.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,967,196</td>
<td>2,268,666</td>
<td>301,470</td>
</tr>
</tbody>
</table>

- **Pro Rata Shares** - represents Water and Sewer Funds paid to the General Fund for the overhead and administrative support functions provided there. It also covers Water and Sewer Operations’ share of the Director of Public Works budget, which is in the Highways Fund.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>153,779</td>
<td>158,235</td>
<td>4,456</td>
</tr>
<tr>
<td>1,813,417</td>
<td>2,110,431</td>
<td>297,014</td>
</tr>
<tr>
<td><strong>1,967,196</strong></td>
<td><strong>2,268,666</strong></td>
<td><strong>301,470</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,200,000</td>
<td>9,200,000</td>
<td>0</td>
</tr>
</tbody>
</table>

- **Depreciation** - per Treasury's recommendation

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>113,200</td>
<td>96,400</td>
<td>(16,800)</td>
</tr>
</tbody>
</table>

- **Payments to Other Government Agencies** - decrease based on actual expense history:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maint</td>
<td>78,000</td>
<td>60,000</td>
<td>(18,000)</td>
<td>payments to the Pennsylvania Delta Borough for waste treatment</td>
</tr>
<tr>
<td>WWP</td>
<td>35,200</td>
<td>36,400</td>
<td>1,200</td>
<td>annual sludge generation fee paid to The Maryland Department of the Environment based on the volume of sludge produced</td>
</tr>
<tr>
<td>Totals</td>
<td>113,200</td>
<td>96,400</td>
<td>(16,800)</td>
<td></td>
</tr>
</tbody>
</table>
### DEPARTMENT OF PUBLIC WORKS
#### WATER & SEWER OPERATIONS

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,115,918</td>
<td>5,239,733</td>
<td>123,815</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history and the state of the economy:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,299,000</td>
<td>3,346,200</td>
<td>47,200</td>
</tr>
<tr>
<td>80,000</td>
<td>62,000</td>
<td>(18,000)</td>
</tr>
<tr>
<td>60,310</td>
<td>35,270</td>
<td>(25,040)</td>
</tr>
<tr>
<td>50,000</td>
<td>40,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>100,000</td>
<td>90,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>25,800</td>
<td>13,160</td>
<td>(12,640)</td>
</tr>
<tr>
<td>196,658</td>
<td>183,940</td>
<td>(12,718)</td>
</tr>
<tr>
<td>57,800</td>
<td>44,798</td>
<td>(13,002)</td>
</tr>
<tr>
<td>22,600</td>
<td>31,500</td>
<td>8,900</td>
</tr>
<tr>
<td>20,250</td>
<td>25,000</td>
<td>4,750</td>
</tr>
<tr>
<td>470,450</td>
<td>553,600</td>
<td>83,150</td>
</tr>
<tr>
<td>60,100</td>
<td>68,715</td>
<td>8,615</td>
</tr>
<tr>
<td>51,300</td>
<td>45,800</td>
<td>(5,500)</td>
</tr>
<tr>
<td>9,700</td>
<td>13,550</td>
<td>3,850</td>
</tr>
<tr>
<td>50,000</td>
<td>45,000</td>
<td>(5,000)</td>
</tr>
<tr>
<td>222,300</td>
<td>231,800</td>
<td>9,500</td>
</tr>
<tr>
<td>247,350</td>
<td>298,200</td>
<td>50,850</td>
</tr>
<tr>
<td>92,300</td>
<td>111,200</td>
<td>18,900</td>
</tr>
</tbody>
</table>

5,115,918 5,239,733 123,815

620,000 620,000

0 Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1.3 MGD of water from the City at $35,000/month and Harford County's share of operating expenses of new solids handling facility based on terms of Intergovernmental agreement @ $200,000.
## STAFF SUMMARY

### PUBLIC WORKS - DIVISION OF WATER AND SEWER

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS FY 12</th>
<th>SALARIES FY 12</th>
<th>POSITIONS FY 13</th>
<th>SALARIES FY 13</th>
<th>POSITIONS FY 14</th>
<th>SALARIES FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant III</td>
<td>1.00</td>
<td>101,865</td>
<td>1.00</td>
<td>101,865</td>
<td>1.00</td>
<td>105,939</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>40,107</td>
<td>1.00</td>
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### STAFF SUMMARY

#### PUBLIC WORKS - DIVISION OF WATER AND SEWER

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#### OTHER PERSONAL SERVICES

- **Pension & Retirement**: 1,224,820 / 827,697 / 931,132
- **Workers' Compensation**: 228,478 / 255,332 / 257,848
- **Health Benefits**: 2,202,564 / 2,158,916 / 2,216,737
- **PEHP**: 0 / 0 / 168,857
- **Overtime & Shift Differential**: 639,722 / 696,591 / 865,100
- **FICA**: 763,075 / 748,103 / 779,341
- **Miscellaneous**: 24,080 / 23,940 / 24,080

| **TOTAL OTHER PERSONAL SERVICES** | 5,082,739 | 4,710,579 | 5,243,095 |
| **TOTAL 27TH PAY COST**           | 440,046   | 0         | 0         |

| **TOTAL PERSONAL SERVICES**       | 170.00    | 14,898,596 * | 170.00    | 13,833,825 | 171.00    | 14,585,398 |

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION

Administration

304110
Administration

304140
General Inventory
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 '13 - '14 GOAL:

1. TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATION

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<th>AUDITED FY 12</th>
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<th>EXECUTIVE PROPOSED FY 14</th>
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The $368,924 net increase in funding for Water and Sewer - Bureau of Water & Sewer Administration is the result of:

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<td>(6,892)</td>
<td>(1.06%)</td>
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<td>25,272</td>
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<th>0</th>
<th>19,305</th>
<th>19,305</th>
</tr>
</thead>
</table>

Due to moving into a new Administrative building in May, 2014, the following funding was added:

- **8,500** Contractual Services
- **2,265** Materials & Supplies
- **8,540** Equipment - Audio Visual Supplies, Vacuum Cleaner, Chairs and Tables

**19,305**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,967,196</td>
<td>2,268,666</td>
<td>301,470</td>
</tr>
</tbody>
</table>

Pro Rata Shares:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>153,779</td>
<td>158,235</td>
<td>4,456</td>
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</table>

DPW Water & Sewer Division's Pro Rata to the DPW Director's budget in the Highways Fund

| 1,813,417 | 2,110,431 | 297,014 |

Water & Sewer Fund Pro Rata to the General Fund

| 1,967,196 | 2,268,666 | 301,470 |
# DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF WATER AND SEWER  
**DIVISION:** BUREAU OF WATER & SEWER ADMINISTRATION

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant III</td>
<td>1.00</td>
<td>101,865</td>
<td>1.00</td>
<td>101,865</td>
<td>1.00</td>
<td>105,939</td>
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<tr>
<td>Administrative Assistant I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>2.00</td>
<td>86,880</td>
<td>1.00</td>
<td>41,513</td>
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<td>0</td>
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<tr>
<td>Chief, Water &amp; Sewer (Administration)</td>
<td>1.00</td>
<td>120,025</td>
<td>1.00</td>
<td>120,025</td>
<td>1.00</td>
<td>120,025</td>
</tr>
<tr>
<td>Clerk Typist</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>27,500</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Database Administrator</td>
<td>1.00</td>
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<td>1.00</td>
<td>69,795</td>
<td>1.00</td>
<td>72,587</td>
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<tr>
<td>Deputy Director of Public Works</td>
<td>1.00</td>
<td>122,179</td>
<td>1.00</td>
<td>122,179</td>
<td>1.00</td>
<td>124,862</td>
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<td>Management Assistant II</td>
<td>2.00</td>
<td>145,450</td>
<td>2.00</td>
<td>145,450</td>
<td>2.00</td>
<td>151,268</td>
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<tr>
<td>Water &amp; Sewer Permits Technician</td>
<td>1.00</td>
<td>35,600</td>
<td>1.00</td>
<td>35,600</td>
<td>2.00</td>
<td>73,030</td>
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**FULL-TIME SALARIES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>681,794</td>
<td>663,927</td>
<td>680,811</td>
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**SALARY OFFSET**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
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<tbody>
<tr>
<td>-11,744</td>
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**TOTAL FULL-TIME SALARIES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>670,050</td>
<td>652,183</td>
<td>680,811</td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>88,633</td>
<td>59,753</td>
<td>68,081</td>
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<tr>
<td>Workers’ Compensation</td>
<td>6,823</td>
<td>7,834</td>
<td>7,872</td>
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<tr>
<td>Health Benefits</td>
<td>117,119</td>
<td>107,146</td>
<td>107,436</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
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<tr>
<td>FICA</td>
<td>49,563</td>
<td>48,196</td>
<td>51,075</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,260</td>
<td>1,260</td>
<td>1,260</td>
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</table>

**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>264,398</td>
<td></td>
<td>225,189</td>
<td>241,288</td>
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**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
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<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>31,086</td>
<td></td>
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**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>965,534*</td>
<td>877,372</td>
<td>922,099</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Clerk Typist position upgraded to an Administrative Assistant I - #0007  
B - One (1) vacant Administrative Assistant II position filled as a Water/Sewer Permits Technician - #1393  
C - Salary no longer offset due to work hours for Management Assistant II position - #1017
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$4,648,383</td>
<td>$5,080,227</td>
<td>$4,846,340</td>
<td>$5,207,205</td>
<td>$5,469,958</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total miles of sewer in system</td>
<td>549</td>
<td>550</td>
<td>550</td>
<td>557</td>
<td>559</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cost per 100 miles of sewer</td>
<td>$846,700</td>
<td>$923,678</td>
<td>$881,153</td>
<td>$934,866</td>
<td>$978,526</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National average of SSO per 100 miles of sewer</td>
<td>7.3</td>
<td>7.3</td>
<td>7.3</td>
<td>7.3</td>
<td>7.3</td>
</tr>
<tr>
<td>Harford County's total SSO per 100 miles</td>
<td>1.5</td>
<td>1.6</td>
<td>1.1</td>
<td>1.6</td>
<td>1.8</td>
</tr>
</tbody>
</table>

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
ORIGIN/PURPOSE:

Total Depreciation Expense for FY 12 was $9,638,801 which was funded by Contributed Capital. It is estimated that the expense for FY 14 will be $9,200,000. This total expense is reduced by the Depreciation Expense from Contributed Capital.

<table>
<thead>
<tr>
<th>ALL FUND SUMMARY:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>70 MISCELLANEOUS</td>
<td>9,126,524</td>
<td>9,638,801</td>
<td>9,200,000</td>
<td>9,200,000</td>
<td>9,200,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>9,126,524</td>
<td>9,638,801</td>
<td>9,200,000</td>
<td>9,200,000</td>
<td>9,200,000</td>
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</table>

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>51 WATER &amp; SEWER OPERATING</td>
<td>9,126,524</td>
<td>9,638,801</td>
<td>9,200,000</td>
<td>9,200,000</td>
<td>9,200,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUMMARY BY DIVISION:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>304130 DEPRECIATION</td>
<td>9,126,524</td>
<td>9,638,801</td>
<td>9,200,000</td>
<td>9,200,000</td>
<td>9,200,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>9,126,524</td>
<td>9,638,801</td>
<td>9,200,000</td>
<td>9,200,000</td>
<td>9,200,000</td>
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</tbody>
</table>

728
DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION

Engineering

305101
Water Engineering

306101
Sewer Engineering
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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>1,139,702</td>
<td>1,164,466</td>
<td>1,226,004</td>
<td>1,276,438</td>
<td>1,276,438</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>36,278</td>
<td>24,667</td>
<td>32,650</td>
<td>34,900</td>
<td>34,900</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>3,282</td>
<td>3,173</td>
<td>6,200</td>
<td>4,300</td>
<td>4,300</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>2,368</td>
<td>1,791</td>
<td>3,900</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>1,230</td>
<td>990</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>5,223</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,188,083</td>
<td>1,195,087</td>
<td>1,268,754</td>
<td>1,318,138</td>
<td>1,318,138</td>
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</table>

FUNDING SOURCE:

<table>
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<tr>
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<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER &amp; SEWER OPERATING</td>
<td>1,188,083</td>
<td>1,195,087</td>
<td>1,268,754</td>
<td>1,318,138</td>
<td>1,318,138</td>
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</tbody>
</table>

SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER ENGINEERING</td>
<td>600,367</td>
<td>597,760</td>
<td>643,652</td>
<td>666,969</td>
<td>666,969</td>
</tr>
<tr>
<td>SEWER ENGINEERING</td>
<td>587,716</td>
<td>597,327</td>
<td>625,102</td>
<td>651,169</td>
<td>651,169</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,188,083</td>
<td>1,195,087</td>
<td>1,268,754</td>
<td>1,318,138</td>
<td>1,318,138</td>
</tr>
</tbody>
</table>
**DEPARTMENT:** PUBLIC WORKS - DIVISION OF WATER AND SEWER  
**DIVISION:** Bureau of Water & Sewer Engineering  
**INDEX:** 305101 & 306101

**FINANCIAL NOTES:**

The $49,384 net increase in funding for Water and Sewer - Bureau of Water & Sewer Engineering is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>899,188</td>
<td>901,782</td>
<td>2,594</td>
</tr>
<tr>
<td>35,784</td>
<td>35,784</td>
<td>(0)</td>
</tr>
<tr>
<td>80,926</td>
<td>90,178</td>
<td>9,252</td>
</tr>
<tr>
<td>6,024</td>
<td>5,952</td>
<td>(72)</td>
</tr>
<tr>
<td>169,228</td>
<td>171,388</td>
<td>2,160</td>
</tr>
<tr>
<td>68,558</td>
<td>69,274</td>
<td>716</td>
</tr>
<tr>
<td>7,600</td>
<td>6,000</td>
<td>(1,600)</td>
</tr>
<tr>
<td>21,000</td>
<td>21,900</td>
<td>900</td>
</tr>
<tr>
<td>7,000</td>
<td>6,800</td>
<td>(200)</td>
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</tbody>
</table>

- **FY 13 FY 14 CHANGE**
  - **899,188 901,782 2,594** Full Time Salaries  
    - **2,594** Salary adjustments based on the recommendations of the Department of Human Resources
  - **35,784 35,784 (0)** FY 13 Merit increase of 4% for eligible staff
  - **80,926 90,178 9,252** Pension/Retirement rate adjustments per Treasury's estimates
  - **6,024 5,952 (72)** Workers' Compensation rate adjustments per Treasury's estimates
  - **169,228 171,388 2,160** Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage
  - **68,558 69,274 716** FICA adjustments
  - **7,600 6,000 (1,600)** Office Equipment - decrease based on actual copier lease
  - **21,000 21,900 900** Other Professional Services - Consultant contracts as required
  - **7,000 6,800 (200)** Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
</table>
| 0      | 2,900  | 2,900  | Data Processing Software-Maintenance
| 1,000  | 500    | (500)  | Duplicating Machine Supplies
| 200    | 0      | (200)  | Delivery Charges
| 1,400  | 900    | (500)  | Drafting & Display Supplies
| 1,000  | 300    | (700)  | Computer Software
| 600    | 200    | (400)  | Fuel Charges
| 800    | 600    | (200)  | Membership Fees & Dues
| 2,000  | 1,400  | (600)  | Training Seminars, Courses
| 7,000  | 6,800  | (200)  |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF WATER AND SEWER  
**Index Nos.:** 305101 306101

**DIVISION:** BUREAU OF WATER & SEWER ENGINEERING

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief, Engineering Division</td>
<td>1.00</td>
<td>71,400</td>
<td>1.00</td>
<td>71,400</td>
<td>1.00</td>
<td>71,400</td>
</tr>
<tr>
<td>Civil Engineer I</td>
<td>1.00</td>
<td>43,900</td>
<td>1.00</td>
<td>43,900</td>
<td>1.00</td>
<td>45,656</td>
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<tr>
<td>Civil Engineer II</td>
<td>2.00</td>
<td>115,157</td>
<td>2.00</td>
<td>115,157</td>
<td>2.00</td>
<td>117,867</td>
</tr>
<tr>
<td>Civil Engineer III</td>
<td>4.00</td>
<td>379,681</td>
<td>4.00</td>
<td>379,681</td>
<td>4.00</td>
<td>394,871</td>
</tr>
<tr>
<td>Civil Engineer IV</td>
<td>1.00</td>
<td>110,992</td>
<td>1.00</td>
<td>110,992</td>
<td>1.00</td>
<td>114,629</td>
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<tr>
<td>Drafting Technician II</td>
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<td>1.00</td>
<td>56,112</td>
<td>1.00</td>
<td>58,358</td>
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<tr>
<td>Engineering Associate III</td>
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<td>1.00</td>
<td>51,852</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Engineering Associate IV</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>56,621 A</td>
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<tr>
<td>GIS Coordinator</td>
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<td>1.00</td>
<td>70,094</td>
<td>1.00</td>
<td>72,896</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**  
12.00 899,188 12.00 899,188 12.00 932,298

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12 Amount</th>
<th>FY 13 Amount</th>
<th>FY 14 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>116,894</td>
<td>80,926</td>
<td>93,230</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>5,200</td>
<td>6,024</td>
<td>6,150</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>168,934</td>
<td>169,228</td>
<td>171,388</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>FICA</td>
<td>68,558</td>
<td>68,558</td>
<td>71,292</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,680</td>
<td>1,680</td>
<td>1,680</td>
</tr>
</tbody>
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**TOTAL OTHER PERSONAL SERVICES**  
361,666 326,816 344,140

**TOTAL 27TH PAY COST**  
41,716 0 0

**TOTAL PERSONAL SERVICES**  
12.00 1,302,570 * 12.00 1,226,004 12.00 1,276,438

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Engineering Associate III upgraded to an Engineering Associate IV - #2000

732
WATER & SEWER
MISS UTILITY CALLS

FISCAL YEAR

CALLS PER YEAR

FY 08  10,908
FY 09  16,733
FY 10  24,674
FY 11  17,709
FY 12  22,511

WATER & SEWER
MISS UTILITY CALLS

FISCAL YEAR

CALLS PER YEAR

FY 08  10,908
FY 09  16,733
FY 10  24,674
FY 11  17,709
FY 12  22,511
DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION

Maintenance

305210 Water O&M Abingdon
305260 Water O&M Joppatowne
306210 Sewer O&M Abingdon
306260 Sewer O&M Joppatowne
307110 Whiteford/Cardiff Service Community
The Bureau of Water and Sewer Maintenance is responsible for operating and maintaining the water distribution system and sewer collection system on a 24-hour, 7-days a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency services. Customer Service is also provided by the continuous implementation of the "Preventative Maintenance Plan." The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) system.

FY '13 - '14 GOAL:
2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>4,329,370</td>
<td>4,574,976</td>
<td>4,217,541</td>
<td>4,629,394</td>
<td>4,629,394</td>
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<td>CONTRACTUAL SERVICES</td>
<td>658,756</td>
<td>654,443</td>
<td>914,421</td>
<td>823,615</td>
<td>823,615</td>
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<td>SUPPLIES &amp; MATERIALS</td>
<td>602,786</td>
<td>675,330</td>
<td>954,325</td>
<td>978,575</td>
<td>978,575</td>
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<td>BUSINESS &amp; TRAVEL</td>
<td>284,357</td>
<td>353,461</td>
<td>340,350</td>
<td>375,350</td>
<td>375,350</td>
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<td>CAPITAL OUTLAY</td>
<td>30,536</td>
<td>49,026</td>
<td>59,605</td>
<td>72,400</td>
<td>72,400</td>
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<tr>
<td>MISCELLANEOUS</td>
<td>70,600</td>
<td>60,000</td>
<td>78,000</td>
<td>60,000</td>
<td>60,000</td>
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<td>INTER-GOVERNMENTAL/INTER-FUND</td>
<td>135,893</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>6,112,298</td>
<td>6,367,236</td>
<td>6,564,242</td>
<td>6,939,334</td>
<td>6,939,334</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| WATER & SEWER OPERATING | 6,112,298     | 6,367,236     | 6,564,242             | 6,939,334                | 6,939,334     |

SUMMARY BY DIVISION:

<table>
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<tr>
<th></th>
<th>305210 WATER O &amp; M ABINGDON</th>
<th>3,556,511</th>
<th>3,817,909</th>
<th>3,847,234</th>
<th>4,100,197</th>
<th>4,100,197</th>
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<tr>
<td></td>
<td>305260 WATER O &amp; M JOPPATOWNE</td>
<td>98,029</td>
<td>95,047</td>
<td>109,904</td>
<td>109,270</td>
<td>109,270</td>
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<td>306210 SEWER O &amp; M ABINGDON</td>
<td>2,297,113</td>
<td>2,323,640</td>
<td>2,442,573</td>
<td>2,588,897</td>
<td>2,588,897</td>
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<td></td>
<td>306260 SEWER O &amp; M JOPPATOWNE</td>
<td>70,144</td>
<td>69,740</td>
<td>72,731</td>
<td>69,470</td>
<td>69,470</td>
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<tr>
<td></td>
<td>307110 SEWER WHITEFORD SERVICE COMMUNITY</td>
<td>90,501</td>
<td>60,900</td>
<td>91,800</td>
<td>71,500</td>
<td>71,500</td>
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<tr>
<td>GRAND TOTAL</td>
<td>6,112,298</td>
<td>6,367,236</td>
<td>6,564,242</td>
<td>6,939,334</td>
<td>6,939,334</td>
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</table>
The $375,092 net increase in funding for Water and Sewer - Bureau of Water & Sewer Maintenance is the result of:

<table>
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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tr>
<td>2,668,310</td>
<td>2,682,457</td>
<td>14,147</td>
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<tr>
<td>60,721</td>
<td>(46,574)</td>
<td>14,147</td>
</tr>
<tr>
<td>115,183</td>
<td>115,183</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
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<tr>
<td>51,307</td>
<td>51,307</td>
<td>Position created for FY 14:</td>
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<tr>
<td>1.00</td>
<td>26,200</td>
<td>25,107</td>
</tr>
<tr>
<td>26,200</td>
<td>25,107</td>
<td>51,307</td>
</tr>
<tr>
<td>51,307</td>
<td>Water &amp; Sewer Utility Worker I</td>
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</tr>
<tr>
<td>Created from vacant Human Resources Clerk Typist position, split 50/50 between 305210 &amp; 306210</td>
<td></td>
<td></td>
</tr>
<tr>
<td>59,328</td>
<td>59,328</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>34,268</td>
<td>52,540</td>
<td>18,272</td>
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<tr>
<td>248,782</td>
<td>270,503</td>
<td>21,721</td>
</tr>
<tr>
<td>86,545</td>
<td>84,887</td>
<td>(1,658)</td>
</tr>
<tr>
<td>705,440</td>
<td>751,891</td>
<td>46,451</td>
</tr>
<tr>
<td>723,850</td>
<td>303,500</td>
<td>79,650</td>
</tr>
<tr>
<td>17,291</td>
<td>16,000</td>
<td>(1,291)</td>
</tr>
<tr>
<td>224,935</td>
<td>233,678</td>
<td>8,743</td>
</tr>
<tr>
<td>0</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>60,000</td>
<td>35,000</td>
<td>(25,000)</td>
</tr>
</tbody>
</table>

Overtime - increase based on actual expense history for emergency utility crews to cover 24-hour operations

Shift Differential - decrease based on actual expense history

FICA adjustments

Vehicle & Operating Equipment - funding to allow for the rental of machinery instead of purchasing

Emergency Reporting System - funding for the installation of Verizon Fiber Optic cable through portions of Harford County based on actual expense history
### Financial Notes:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>92,000</strong></td>
<td>39,500</td>
<td>(52,500)</td>
<td>Other Services &amp; Maintenance - eliminated one-time FY 13 expense of $50,000 to implement Cityworks on web server</td>
<td></td>
</tr>
<tr>
<td><strong>3,500</strong></td>
<td>1,800</td>
<td>(1,700)</td>
<td>Uniforms-Purchase - shirts, hats, etc. purchased every two years which are not included in the Uniform Rental contract</td>
<td></td>
</tr>
<tr>
<td><strong>63,500</strong></td>
<td>71,500</td>
<td>8,000</td>
<td>W &amp; S Lines Service - increase due to cost of parts and lead free requirements</td>
<td></td>
</tr>
<tr>
<td><strong>135,300</strong></td>
<td>124,000</td>
<td>(11,300)</td>
<td>Other Professional Services:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon</td>
<td></td>
<td></td>
<td></td>
<td>towing and plumbing services, and camera inspection from main line to the street, flush out main water lines and consultant services for Information Asset Technology Plan</td>
</tr>
<tr>
<td>Water</td>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
<td>decrease based on actual expense history</td>
</tr>
<tr>
<td>Joppatowne</td>
<td></td>
<td></td>
<td></td>
<td>Cityworks annual updates and support software fee</td>
</tr>
<tr>
<td>Water</td>
<td>300</td>
<td>0</td>
<td>(300)</td>
<td>decrease based on actual expense history</td>
</tr>
<tr>
<td>Joppatowne</td>
<td>25,000</td>
<td>25,000</td>
<td>0</td>
<td>root control in existing sub-division right of ways, grubbing/cleaning sewer interceptor easements, install sewer service by contract labor, calibrate and test sewer flow meters in off-site areas and repair of sewer main line and service over 18' deep, decrease based on actuals</td>
</tr>
<tr>
<td>Abingdon</td>
<td>100,000</td>
<td>90,000</td>
<td>(10,000)</td>
<td>for unanticipated emergency outsourcing of contractors, plumbers, etc. based on actuals, plus Cityworks annual updates and support software fee</td>
</tr>
<tr>
<td>Sewer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardiff</td>
<td>5,000</td>
<td>4,000</td>
<td>(1,000)</td>
<td></td>
</tr>
</tbody>
</table>

|                | 135,300| 124,000| (11,300)|                                                                                           |

- **433,200**  **460,000** **26,800** Water Meter Purchases - new and replacement installations due to replacement program for all meters exceeding 15 years of age, increase due to re-bid of meters and lead free requirements
- **100,000**  **100,000**  **0** Unanticipated Maintenance - contingency for unexpected emergencies
## DEPARTMENT: PUBLIC WORKS

**DIVISION:** Bureau of Water & Sewer Maintenance

**INDEX:** 305210, 305260, 306210, 306260, 307110

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
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<th>CHANGE</th>
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<tbody>
<tr>
<td>o</td>
<td>20,000</td>
<td>8,000</td>
<td>(12,000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Communication Service - two-way radios, decrease based on actual expenses</strong></td>
</tr>
<tr>
<td>o</td>
<td>78,000</td>
<td>60,000</td>
<td>(18,000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Payments to Other Government Agencies - payment to the Pennsylvania Delta Borough for waste treatment, as required by an inter-state agreement</strong></td>
</tr>
<tr>
<td>o</td>
<td>59,605</td>
<td>72,400</td>
<td>12,795</td>
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<td></td>
<td><strong>Equipment:</strong></td>
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<td></td>
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<td>Hex-a-Gram &amp; Meters 35,000</td>
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<td></td>
<td></td>
<td></td>
<td>Testing Gauge 13,000</td>
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<td></td>
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<td>Saws - All Types 3,000</td>
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<td></td>
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<td>Tampers 2,000</td>
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<td></td>
<td></td>
<td></td>
<td>Hydraulic Power Tools 4,500</td>
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<td></td>
<td></td>
<td>Pumps 3,000</td>
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<td></td>
<td></td>
<td></td>
<td>Leak Detection Equipment 3,400</td>
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<td></td>
<td></td>
<td></td>
<td>Generators 2,500</td>
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<td></td>
<td></td>
<td></td>
<td>Shoring Box 6,000</td>
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<tr>
<td>o</td>
<td>798,650</td>
<td>808,950</td>
<td>10,300</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Line items significantly adjusted, based on actual expense history:</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY 13</td>
</tr>
<tr>
<td></td>
<td>30,000</td>
<td>22,000</td>
<td>(8,000)</td>
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<td></td>
<td>42,000</td>
<td>36,500</td>
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<td></td>
<td>29,950</td>
<td>28,500</td>
<td>(1,450)</td>
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<tr>
<td></td>
<td>126,300</td>
<td>146,300</td>
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<td>6,500</td>
<td>5,000</td>
<td>(1,500)</td>
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<td>750</td>
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<tr>
<td></td>
<td>798,650</td>
<td>808,950</td>
<td>10,300</td>
</tr>
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## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF WATER AND SEWER

**DIVISION:** BUREAU OF WATER & SEWER MAINTENANCE

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
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<td>Administrative Assistant I</td>
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<td>40,107</td>
<td>1.00</td>
<td>40,107</td>
<td>1.00</td>
<td>41,712</td>
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<td>Administrative Assistant II</td>
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<td>102,296</td>
<td>2.00</td>
<td>102,296</td>
<td>2.00</td>
<td>106,387</td>
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<td>1.00</td>
<td>79,375</td>
<td>1.00</td>
<td>82,550</td>
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<td>Assistant Superintendent</td>
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<td>291,749</td>
<td>4.00</td>
<td>291,749</td>
<td>4.00</td>
<td>303,421</td>
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<td>Chief, Water &amp; Sewer (Facilities)</td>
<td>1.00</td>
<td>110,990</td>
<td>1.00</td>
<td>110,990</td>
<td>1.00</td>
<td>110,991</td>
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<td>Computer Records Assistant</td>
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<td>43,892</td>
<td>0.00</td>
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<td>Equipment Repair Specialist</td>
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<td>37,300</td>
<td>1.00</td>
<td>37,300</td>
<td>1.00</td>
<td>38,792</td>
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<td>Superintendent of Water &amp; Sewer Facilities</td>
<td>1.00</td>
<td>90,507</td>
<td>1.00</td>
<td>90,507</td>
<td>1.00</td>
<td>94,127</td>
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<td>Water &amp; Sewer Facilities Maintenance Specialist</td>
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<td>66,544</td>
<td>1.00</td>
<td>66,544</td>
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<td>69,206</td>
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<td>6.00</td>
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<td>6.00</td>
<td>323,139</td>
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<td>Water &amp; Sewer Utility Technician I</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>39,900 A</td>
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<td>63,799</td>
<td>1.00</td>
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<td>66,351</td>
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<td>Water &amp; Sewer Utility Technician III</td>
<td>3.00</td>
<td>189,575</td>
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<td>130,634</td>
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<td>135,858</td>
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<td>5.00</td>
<td>181,590</td>
<td>7.00</td>
<td>233,569 B</td>
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<td>15.00</td>
<td>461,609</td>
<td>11.00</td>
<td>334,544</td>
<td>5.00</td>
<td>148,411</td>
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<td>Water &amp; Sewer Utility Worker III (Certified)</td>
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<td>112,547</td>
<td>3.00</td>
<td>112,547</td>
<td>6.00</td>
<td>230,442 C</td>
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<td>Water &amp; Sewer Utility Worker III (Non Certified)</td>
<td>1.00</td>
<td>30,850</td>
<td>4.00</td>
<td>124,616</td>
<td>3.00</td>
<td>92,482 D</td>
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<tr>
<td>Water &amp; Sewer Utility Worker IV</td>
<td>2.00</td>
<td>104,677</td>
<td>2.00</td>
<td>104,677</td>
<td>4.00</td>
<td>189,496 E</td>
</tr>
<tr>
<td>Water Meter Mechanic I</td>
<td>1.00</td>
<td>51,958</td>
<td>1.00</td>
<td>27,500</td>
<td>1.00</td>
<td>28,600</td>
</tr>
<tr>
<td>Water Meter Mechanic II</td>
<td>7.00</td>
<td>293,227</td>
<td>7.00</td>
<td>293,227</td>
<td>7.00</td>
<td>295,415</td>
</tr>
<tr>
<td>Water Meter Technician I</td>
<td>2.00</td>
<td>107,784</td>
<td>2.00</td>
<td>107,784</td>
<td>2.00</td>
<td>112,096</td>
</tr>
<tr>
<td>Water Meter Technician II</td>
<td>1.00</td>
<td>57,814</td>
<td>1.00</td>
<td>57,814</td>
<td>1.00</td>
<td>60,127</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**

58.00 | 2,774,272 | 57.00 | 2,668,310 | 58.00 | 2,803,072
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PUBLIC WORKS - DIVISION OF WATER AND SEWER  
**DIVISION:** BUREAU OF WATER & SEWER MAINTENANCE

<table>
<thead>
<tr>
<th>Index Nos.</th>
<th>305210</th>
<th>305260</th>
<th>306210</th>
<th>306260</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENACTED</strong></td>
<td>FY 12</td>
<td>FY 13</td>
<td>FY 14</td>
<td></td>
</tr>
<tr>
<td><strong>POSITION TITLE</strong></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
<td>SALARIES</td>
</tr>
<tr>
<td>TEMPORARY SALARIES</td>
<td>41,733</td>
<td>34,268</td>
<td>53,544</td>
<td></td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>58.00</td>
<td>2,816,005</td>
<td>57.00</td>
<td>2,702,578</td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>370,520</td>
<td>248,782</td>
<td>282,564</td>
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<tr>
<td>Workers' Compensation</td>
<td>77,094</td>
<td>86,545</td>
<td>88,848</td>
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<tr>
<td>Health Benefits</td>
<td>712,674</td>
<td>705,440</td>
<td>771,296</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>59,328</td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>230,082</td>
<td>241,141</td>
<td>319,500</td>
</tr>
<tr>
<td>FICA</td>
<td>232,765</td>
<td>224,935</td>
<td>242,982</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>8,260</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>1,631,395</td>
<td>1,514,963</td>
<td>1,772,778</td>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>132,186</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>58.00</td>
<td>4,579,586</td>
<td>57.00</td>
<td>4,217,541</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Water & Sewer Utility Worker I position upgraded to a Water & Sewer Utility Technician I - #1502  
B - One (1) Water & Sewer Utility Worker II position filled as Water & Sewer Utility Worker I - #1652  
   One (1) vacant Water & Sewer Utility Worker III (Certified) position filled as a Water & Sewer Utility Worker I - #1075  
   One (1) Water & Sewer Utility Worker I position created due to workload from vacant Human Resources, Clerk Typist position - #0095  
C - Two (2) Water & Sewer Utility Worker II positions upgraded to a Water & Sewer Utility Work III (Certified) - #0164, #1041  
   Three (3) Water & Sewer Utility Worker III (Non-Certified) positions upgraded to Water & Sewer Worker III (Certified) - #1070, #1501 & #3498  
D - Three (3) Water & Sewer Utility Worker II positions filled as Water & Sewer Utility Worker III (Non-Certified) - #1043, #1073 & #3426  
E - One (1) Water & Sewer Utility Worker III (Certified) position upgraded to a Water & Sewer Utility Worker IV - #2516  
   One (1) Water & Sewer Utility Worker III (Non-Certified) position upgraded to a Water & Sewer Utility Worker IV - #2145  
F - Temporary Salaries provide for a part-time Clerk Dispatcher and a full-time Laborer positions
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$450,937</td>
<td>$450,937</td>
<td>$459,396</td>
<td>$478,538</td>
<td>$478,538</td>
</tr>
<tr>
<td>Number of meter readers</td>
<td>5.3</td>
<td>5.3</td>
<td>5.2</td>
<td>5.1</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of meters read per year</td>
<td>170,496</td>
<td>171,499</td>
<td>172,455</td>
<td>173,615</td>
<td>174,830</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meter readings per employee per year</td>
<td>32,169</td>
<td>32,358</td>
<td>33,164</td>
<td>34,042</td>
<td>34,966</td>
</tr>
<tr>
<td>Man hours spent per 100 meters read</td>
<td>2.58</td>
<td>2.29</td>
<td>1.82</td>
<td>1.61</td>
<td>1.25</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of meters in system that are ERT meters</td>
<td>64.6%</td>
<td>73.1%</td>
<td>83.6%</td>
<td>87.4%</td>
<td>92.4%</td>
</tr>
</tbody>
</table>

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.
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 43,319 plus customers of the County’s sewer system as well as the wastewater from the Town of Bel Air and all the septic tank water generated in the County. We also regionally treat several water and wastewater plant sludges and residuals. Utilizing three County-owned plants, wastewater is processed to discharge a quality effluent that protects our natural waterways, assures cost effective sewer service, protecting the health and welfare of our citizens and enhances the economic development of the County. The service is also responsible for the operation of 55 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants. Unique responsibilities include: operation and maintenance of about 300 individual home sewage collection/pumping systems collectively known as Southwest Facilities, formal tour and education agreements with the Harford County Public Schools and management of our Industrial Waste Monitoring Program to be in compliance with Federal Regulations.

FY ’13 - ’14 GOAL:

2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>4,836,805</td>
<td>5,067,479</td>
<td>4,834,607</td>
<td>4,936,799</td>
<td>4,936,799</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>3,687,462</td>
<td>3,502,819</td>
<td>4,142,740</td>
<td>4,896,335</td>
<td>4,896,335</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>914,490</td>
<td>1,001,113</td>
<td>1,039,235</td>
<td>1,403,075</td>
<td>1,403,075</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>215,478</td>
<td>251,327</td>
<td>214,625</td>
<td>253,335</td>
<td>253,335</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>403,553</td>
<td>335,747</td>
<td>556,482</td>
<td>588,700</td>
<td>588,700</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>28,804</td>
<td>35,611</td>
<td>35,200</td>
<td>36,400</td>
<td>36,400</td>
</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>115,753</td>
<td>551</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>10,202,345</td>
<td>10,194,647</td>
<td>10,824,889</td>
<td>12,114,644</td>
<td>12,114,644</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 51 WATER & SEWER OPERATING | 10,202,345 | 10,194,647 | 10,824,889 | 12,114,644 | 12,114,644 |

SUMMARY BY DIVISION:

| 304200 INDUSTRIAL WASTE MANAGEMENT | 157,916 | 170,872 | 155,442 | 160,658 | 160,658 |
| 304300 JOPPATOWNE SEWERAGE TREATMENT PLANT | 599,520 | 640,411 | 718,352 | 850,136 | 850,136 |
| 306220 SEWER O & M PUMP/METER STATIONS | 2,507,670 | 2,252,339 | 2,485,048 | 2,521,246 | 2,521,246 |
| 306230 SEWER O & M SOD RUN | 6,828,977 | 7,019,390 | 7,339,520 | 8,442,469 | 8,442,469 |
| 306240 SEWER O & M SPRING MEADOW | 108,262 | 111,635 | 126,527 | 140,135 | 140,135 |
| GRAND TOTAL | 10,202,345 | 10,194,647 | 10,824,889 | 12,114,644 | 12,114,644 |
DEPARTMENT: PUBLIC WORKS - WATER AND SEWER
DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing
INDEX: 304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:
The $1,289,755 net increase in funding for Water and Sewer - Bureau of Water & Sewer Operations - Wastewater Processing is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,048,778</td>
<td>2,958,641</td>
<td>(90,137)</td>
</tr>
<tr>
<td>19,100</td>
<td>109,237</td>
<td>Staff Turnover</td>
</tr>
<tr>
<td>123,253</td>
<td>123,253</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>69,596</td>
<td>69,596</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>46,301</td>
<td>0</td>
<td>(46,301) Temporary Salaries - eliminated vacant Water/Wastewater Facility Mechanic and Management Specialist positions</td>
</tr>
<tr>
<td>278,557</td>
<td>295,865</td>
<td>17,308 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>98,783</td>
<td>94,515</td>
<td>(4,268) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>794,717</td>
<td>767,462</td>
<td>(27,255) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>274,500</td>
<td>333,000</td>
<td>58,500 Overtime - increase based on actual expense history</td>
</tr>
<tr>
<td>25,850</td>
<td>32,500</td>
<td>6,650 Shift Differential adjustments based on actual expense history</td>
</tr>
<tr>
<td>259,176</td>
<td>254,022</td>
<td>(5,154) FICA adjustments</td>
</tr>
<tr>
<td>85,000</td>
<td>115,000</td>
<td>30,000 Engineering Services - funding to continue engineering consult and service contract for electronic process control and Supervisory Control and Data Acquisition (SCADA) system based on actual expense history</td>
</tr>
<tr>
<td>490,000</td>
<td>774,700</td>
<td>284,700 Chemicals in Bulk - increase due to the Enhanced Nutrient Removal (ENR) upgrade</td>
</tr>
<tr>
<td>3,000</td>
<td>0</td>
<td>(3,000) Uniforms-Purchase - winterwear (jackets or coveralls) to supplement rented uniforms, purchased every other year</td>
</tr>
<tr>
<td>50,000</td>
<td>50,000</td>
<td>0 Unanticipated Maintenance - contingency for unexpected emergencies</td>
</tr>
<tr>
<td>154,080</td>
<td>131,730</td>
<td>(22,350) Operating Equipment - various service contracts (primarily chlorine system and grit/grease removal) decrease based on actual contract costs</td>
</tr>
</tbody>
</table>
DEPARTMENT: PUBLIC WORKS
DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing
INDEX: 304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>879,500</td>
<td>1,326,500</td>
<td>447,000</td>
</tr>
</tbody>
</table>

Facility Repair & Renovation - based on actual expenses:

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pump Meter Stations</td>
<td>194,000</td>
<td>202,000</td>
<td>8,000</td>
<td>normal repairs</td>
</tr>
<tr>
<td>Sod Run</td>
<td>535,000</td>
<td>944,500</td>
<td>409,500</td>
<td>normal repairs and rebuild 400 HP blowers</td>
</tr>
<tr>
<td>Spring Meadows</td>
<td>13,500</td>
<td>49,500</td>
<td>36,000</td>
<td>normal repairs, replace grating and handrails on outdoor surge tank and rebuild shredder pump</td>
</tr>
<tr>
<td>Joppatowne Sewer Treatment Plant</td>
<td>137,000</td>
<td>130,500</td>
<td>(6,500)</td>
<td>plant outfall line maintenance and rebuild plant’s mechanical bar screen</td>
</tr>
<tr>
<td>TOTALS</td>
<td>879,500</td>
<td>1,326,500</td>
<td>447,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,665,025</td>
<td>2,916,270</td>
<td>251,245</td>
<td></td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,350</td>
<td>9,750</td>
<td>3,400</td>
<td>Vehicle &amp; Operating Equipment</td>
</tr>
<tr>
<td>1,860,000</td>
<td>2,010,000</td>
<td>150,000</td>
<td>Electricity</td>
</tr>
<tr>
<td>55,000</td>
<td>35,000</td>
<td>(20,000)</td>
<td>Heating Fuel - Oil</td>
</tr>
<tr>
<td>41,300</td>
<td>30,835</td>
<td>(10,465)</td>
<td>Grounds Maintenance</td>
</tr>
<tr>
<td>20,000</td>
<td>29,000</td>
<td>9,000</td>
<td>Other Services</td>
</tr>
<tr>
<td>8,150</td>
<td>9,500</td>
<td>1,350</td>
<td>General Office Supplies</td>
</tr>
<tr>
<td>10,500</td>
<td>14,600</td>
<td>4,100</td>
<td>Delivery Charges</td>
</tr>
<tr>
<td>3,225</td>
<td>4,250</td>
<td>1,025</td>
<td>Paper Supplies</td>
</tr>
<tr>
<td>3,500</td>
<td>2,000</td>
<td>(1,500)</td>
<td>Ice and Bottled Water</td>
</tr>
<tr>
<td>338,550</td>
<td>387,000</td>
<td>48,450</td>
<td>Equipment Repair Parts</td>
</tr>
<tr>
<td>12,300</td>
<td>14,000</td>
<td>1,700</td>
<td>Small Tools</td>
</tr>
<tr>
<td>9,050</td>
<td>11,000</td>
<td>1,950</td>
<td>Building Supplies</td>
</tr>
<tr>
<td>40,100</td>
<td>55,160</td>
<td>15,060</td>
<td>Laboratory Supplies</td>
</tr>
<tr>
<td>27,950</td>
<td>35,675</td>
<td>7,725</td>
<td>Safety Equipment</td>
</tr>
<tr>
<td>18,000</td>
<td>19,000</td>
<td>1,000</td>
<td>Diesel Fuel</td>
</tr>
<tr>
<td>74,000</td>
<td>78,500</td>
<td>4,500</td>
<td>County Owned Vehicles</td>
</tr>
<tr>
<td>80,500</td>
<td>106,000</td>
<td>25,500</td>
<td>Fuel Charges</td>
</tr>
<tr>
<td>45,300</td>
<td>55,000</td>
<td>9,700</td>
<td>Non Targeted Charges - FVS</td>
</tr>
<tr>
<td>11,250</td>
<td>10,000</td>
<td>(1,250)</td>
<td>Training Seminars &amp; Courses</td>
</tr>
<tr>
<td>TOTALS</td>
<td>2,665,025</td>
<td>2,916,270</td>
<td>251,245</td>
</tr>
</tbody>
</table>
**DEPARTMENT:** PUBLIC WORKS  
**DIVISION:** Bureau of Water & Sewer Operations - Wastewater Processing  
**INDEX:** 304200, 304300, 306220, 306230, 306240

**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Waste Management</td>
<td>2,210</td>
<td>3,000</td>
<td>790</td>
<td>lab analysis for MDE compliance</td>
</tr>
<tr>
<td>Joppatowne Sewer Treatment Plant</td>
<td>7,800</td>
<td>8,710</td>
<td>910</td>
<td>Lab services, emergency pump outs and courier for transport</td>
</tr>
<tr>
<td>Pump Meter Stations</td>
<td>26,000</td>
<td>58,000</td>
<td>32,000</td>
<td>ARC flash study, new requirement by OSHA to evaluate electrical systems' average site costs</td>
</tr>
</tbody>
</table>
| Sod Run                                    | 897,000   | 1,031,000 | 134,000| 20,000 lab services per NPDES compliance 
11,000 scale fees for weighing biosolids 
1,000,000 the contract for handling biosolids |
| Spring Meadows                             | 2,000     | 2,350     | 350    | emergency pumping and lab analysis for NPDES per actuals      |
| **TOTALS**                                 | 935,010   | 1,103,060 | 168,050|                                                               |

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joppatowne</td>
<td>10,000</td>
<td>11,000</td>
<td>1,000</td>
<td>sludge generation fee paid to the Maryland Department of the Environment per actuals</td>
</tr>
<tr>
<td>Sod Run</td>
<td>25,000</td>
<td>25,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Spring Meadows</td>
<td>200</td>
<td>400</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>35,200</td>
<td>36,400</td>
<td>1,200</td>
<td></td>
</tr>
</tbody>
</table>

**O** 935,010 1,103,060 168,050 Other Professional Services - increase based on actuals:

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joppatowne</td>
<td>10,000</td>
<td>11,000</td>
<td>1,000</td>
<td>sludge generation fee paid to the Maryland Department of the Environment per actuals</td>
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<tr>
<td>Sod Run</td>
<td>25,000</td>
<td>25,000</td>
<td>0</td>
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<tr>
<td>Spring Meadows</td>
<td>200</td>
<td>400</td>
<td>200</td>
<td></td>
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<tr>
<td><strong>TOTALS</strong></td>
<td>35,200</td>
<td>36,400</td>
<td>1,200</td>
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<tr>
<td>Equipment</td>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
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</tr>
<tr>
<td>----------------------------</td>
<td>-------</td>
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<td>--------</td>
<td></td>
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<tr>
<td>W &amp; S Plant Improvements</td>
<td>105,500</td>
<td>165,000</td>
<td>69,500</td>
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<td>Electric Heater</td>
<td>2,500</td>
<td>19,200</td>
<td>16,700</td>
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<td>Air Compressor</td>
<td>34,000</td>
<td>169,000</td>
<td>135,000</td>
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<tr>
<td>Blowers</td>
<td>44,000</td>
<td>16,000</td>
<td>-28,000</td>
<td></td>
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<tr>
<td>Generators</td>
<td>33,500</td>
<td>16,000</td>
<td>-17,500</td>
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<tr>
<td>POSITION TITLE</td>
<td>POSITIONS</td>
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<td>POSITIONS</td>
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<tr>
<td>--------------------------------------</td>
<td>-----------</td>
<td>---------------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>2.00</td>
<td>94,951</td>
<td>2.00</td>
<td>94,951</td>
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<tr>
<td>Assistant Superintendent</td>
<td>2.90</td>
<td>251,974</td>
<td>2.90</td>
<td>234,079</td>
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<td>Central Stores Manager</td>
<td>1.00</td>
<td>41,513</td>
<td>1.00</td>
<td>41,513</td>
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<tr>
<td>Chemist</td>
<td>0.50</td>
<td>28,630</td>
<td>0.50</td>
<td>28,630</td>
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<tr>
<td>Chief, Water &amp; Sewer (Operations</td>
<td>0.70</td>
<td>84,019</td>
<td>0.70</td>
<td>84,019</td>
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<tr>
<td>System Engineer III</td>
<td>1.00</td>
<td>74,535</td>
<td>1.00</td>
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<tr>
<td>Electrician Water &amp; Sewer Operations</td>
<td>1.00</td>
<td>44,322</td>
<td>1.00</td>
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<tr>
<td>Instrumentation Technician</td>
<td>1.00</td>
<td>56,136</td>
<td>1.00</td>
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<tr>
<td>Laboratory Technician</td>
<td>3.80</td>
<td>176,499</td>
<td>3.80</td>
<td>176,499</td>
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<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>84,703</td>
<td>1.00</td>
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<td>Plant Operations Manager</td>
<td>2.00</td>
<td>162,651</td>
<td>2.00</td>
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<tr>
<td>Plant Operator (Water/Wastewater)</td>
<td>7.00</td>
<td>321,091</td>
<td>8.00</td>
<td>358,392</td>
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<tr>
<td>Plant Operator Trainee I (Water/Wastewater)</td>
<td>2.00</td>
<td>56,888</td>
<td>5.00</td>
<td>137,500</td>
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<tr>
<td>Plant Operator Trainee II (Water/Wastewater)</td>
<td>5.00</td>
<td>167,021</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Plant Superintendent Water &amp; Sewer</td>
<td>1.85</td>
<td>173,947</td>
<td>1.85</td>
<td>164,809</td>
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<tr>
<td>Pretreatment Inspector</td>
<td>1.00</td>
<td>43,900</td>
<td>1.00</td>
<td>43,900</td>
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<tr>
<td>Process Engineer</td>
<td>1.00</td>
<td>74,353</td>
<td>1.00</td>
<td>58,000</td>
</tr>
<tr>
<td>Senior Electrician Water &amp; Sewer</td>
<td>0.70</td>
<td>40,835</td>
<td>0.70</td>
<td>40,835</td>
</tr>
<tr>
<td>Senior Instrumentation Technician</td>
<td>0.70</td>
<td>43,328</td>
<td>0.70</td>
<td>43,328</td>
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<tr>
<td>Senior Plant Operator</td>
<td>6.00</td>
<td>359,616</td>
<td>4.00</td>
<td>239,489</td>
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<tr>
<td>Senior Water/Wastewater Facility Mechanic</td>
<td>1.85</td>
<td>103,527</td>
<td>1.85</td>
<td>103,527</td>
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<tr>
<td>Shift Supervisor/Plant Operations</td>
<td>3.00</td>
<td>197,789</td>
<td>3.00</td>
<td>201,540</td>
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<tr>
<td>Superintendent of Laboratories</td>
<td>0.90</td>
<td>58,868</td>
<td>0.90</td>
<td>58,868</td>
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<tr>
<td>Water &amp; Sewer Utility Worker III (Non Certified)</td>
<td>2.00</td>
<td>72,243</td>
<td>2.00</td>
<td>72,243</td>
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<tr>
<td>Water/Wastewater Facility Mechanic</td>
<td>6.85</td>
<td>345,009</td>
<td>6.85</td>
<td>345,009</td>
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<tr>
<td>Water/Wastewater Facility Mechanic Trainee</td>
<td>0.00</td>
<td>0</td>
<td>3.00</td>
<td>99,300</td>
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<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>56.75</td>
<td>3,158,048</td>
<td>56.75</td>
<td>3,048,778</td>
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DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

<table>
<thead>
<tr>
<th>Index Nos.</th>
<th>304200</th>
<th>306220</th>
<th>306240</th>
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<tbody>
<tr>
<td></td>
<td>304300</td>
<td>306230</td>
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DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WASTEWATER PROCESSING

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEMPORARY SALARIES</td>
<td>46,301</td>
<td>46,301</td>
<td>0</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>56.75</td>
<td>3,204,349</td>
<td>56.75</td>
<td>3,095,079</td>
<td>56.75</td>
<td>3,060,632</td>
</tr>
</tbody>
</table>

**OTHER PERSONAL SERVICES**

- Pension & Retirement: 416,564 | 278,557 | 306,063
- Workers' Compensation: 89,266 | 98,783 | 97,776
- Health Benefits: 786,547 | 794,717 | 767,462
- PEHP: 0 | 0 | 69,596
- Overtime & Shift Differential: 263,390 | 300,350 | 365,500
- FICA: 264,709 | 259,176 | 261,825
- Miscellaneous: 8,015 | 7,945 | 7,945

**TOTAL OTHER PERSONAL SERVICES**

1,828,491 | 1,739,528 | 1,876,167

**TOTAL 27TH PAY COST**

150,462 | 0 | 0

**TOTAL PERSONAL SERVICES**

56.75 | 5,183,302 | * | 56.75 | 4,834,607 | 56.75 | 4,936,799

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Senior Plant Operator filled as a Plant Operator Trainee I Water/Wastewater - #1106
One (1) vacant Plant Operator Water/Wastewater filled as a Plant Operator Trainee I Water/Wastewater - #1107

B - Four (4) Plant Operator Trainee I Water/Wastewater positions upgraded to a Plant Operator Trainee II Water/Wastewater - #1093, #1099, #1412 & #1491

C - One (1) Senior Plant Operator reclassified as a Senior Water/Wastewater Facility Mechanic - #0409

D - Funding for vacant Temporary Facility Mechanic and Water & Sewer Management Specialist positions eliminated

749
Department Goal
To provide economical treatment of wastewater that protects the environment.

Department Objective
To outperform the 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures for wastewater treatment</td>
<td>$7,860,705</td>
<td>$7,536,759</td>
<td>$7,771,436</td>
<td>$8,184,399</td>
<td>$9,432,740</td>
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<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millions of gallons treated (Sod Run &amp; Joppatowne)</td>
<td>5,068</td>
<td>4,810</td>
<td>4,904</td>
<td>4,904</td>
<td>4,904</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per million gallons of treated</td>
<td>$1,551</td>
<td>$1,567</td>
<td>$1,585</td>
<td>$1,669</td>
<td>$1,923</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage removed beyond permit:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Suspended Solids (TSS)</td>
<td>≤30 mg/l</td>
<td>≤30 mg/l</td>
<td>≤30 mg/l</td>
<td>≤30 mg/l</td>
<td>≤30 mg/l</td>
</tr>
<tr>
<td>Biological Oxygen Demand (BOD)</td>
<td>≤25.3 mg/l</td>
<td>≤21.6 mg/l</td>
<td>≤21.6 mg/l</td>
<td>≤21.6 mg/l</td>
<td>≤21.6 mg/l</td>
</tr>
<tr>
<td>Total Phosphorus (TP)</td>
<td>≤1.7 mg/l</td>
<td>≤1.7 mg/l</td>
<td>≤1.7 mg/l</td>
<td>≤1.7 mg/l</td>
<td>≤1.7 mg/l</td>
</tr>
<tr>
<td>Total Nitrogen (TN)</td>
<td>≤10 mg/l</td>
<td>≤10 mg/l</td>
<td>≤10 mg/l</td>
<td>≤10 mg/l</td>
<td>≤10 mg/l</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average concentration TSS achieved</td>
<td>7.0</td>
<td>6.0</td>
<td>5.0</td>
<td>5.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Average concentration of BOD achieved</td>
<td>5.0</td>
<td>6.0</td>
<td>4.0</td>
<td>4.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Average concentration of TP achieved</td>
<td>0.8</td>
<td>0.7</td>
<td>1.0</td>
<td>0.7</td>
<td>0.5</td>
</tr>
<tr>
<td>Average concentration of TN achieved</td>
<td>9.9</td>
<td>10.3</td>
<td>9.3</td>
<td>9.4</td>
<td>8.0</td>
</tr>
</tbody>
</table>

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 is 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

GALLONS

4,205,105,000 4,183,716,000 4,813,285,000 4,508,973,000 4,839,390,000

2008 2009 2010 2011 2012*

*Projected

FISCAL YEAR

751
DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER
DIVISION: Bureau of Water & Sewer Operations - Water Production
INDEX: 305220, 305240, 305250, 305255, 305280, 305290

ORIGIN/PURPOSE:
The Water Production Section of the Bureau of W & S Operations provides safe and potable water to over 43,319 customer connections (estimated over 100,000 people) on the County's water system. The section utilizes three County-owned treatment plants, 12 booster stations and 13 water towers to process and deliver water. The County also can provide water, through appropriate agreements, to the other smaller utilities as required. The County also purchases water from the City of Havre de Grace through an intergovernmental agreement. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry. The Maryland Department of the Environment generally recognizes the Abingdon Water Plant as a model for all other systems.

FY '13 - '14 GOAL:
3 TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS

ALL FUND SUMMARY:

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<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td><strong>SUMMARY BY CHARACTER:</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,737,592</td>
<td>2,894,657</td>
<td>2,678,301</td>
<td>2,820,668</td>
<td>2,820,668</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>1,488,396</td>
<td>1,869,474</td>
<td>2,000,258</td>
<td>2,117,488</td>
<td>2,117,488</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>804,175</td>
<td>924,414</td>
<td>1,134,660</td>
<td>1,220,180</td>
<td>1,220,180</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>37,330</td>
<td>45,330</td>
<td>38,900</td>
<td>42,950</td>
<td>42,950</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>139,907</td>
<td>123,521</td>
<td>219,600</td>
<td>257,500</td>
<td>257,500</td>
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<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>720,000</td>
<td>520,000</td>
<td>620,000</td>
<td>620,000</td>
<td>620,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>5,927,400</td>
<td>6,377,396</td>
<td>6,691,719</td>
<td>7,078,786</td>
<td>7,078,786</td>
</tr>
</tbody>
</table>

| **FUNDING SOURCE:** |               |               |                       |                          |               |
| 51 WATER & SEWER OPERATING | 5,927,400 | 6,377,396 | 6,691,719 | 7,078,786 | 7,078,786 |

| **SUMMARY BY DIVISION:** |               |               |                       |                          |               |
| 305220 WATER O & M PERRYMAN | 747,508 | 700,975 | 876,637 | 865,316 | 865,316 |
| 305240 WATER O & M LONG BOOSTER STATIONS | 412,519 | 447,892 | 495,211 | 554,818 | 554,818 |
| 305250 WATER O & M HAVRE DE GRACE | 1,189,403 | 1,077,871 | 1,140,820 | 1,111,171 | 1,111,171 |
| 305255 WATER O & M SOLIDS HANDLING FACILITY | 0 | 3,281 | 25,318 | 40,200 | 40,200 |
| 305280 WATER O & M ABINGDON | 3,569,045 | 4,139,766 | 4,139,393 | 4,492,891 | 4,492,891 |
| 305290 WATER O & M CARBON TREATMENT PLANT | 8,925 | 7,611 | 14,340 | 14,390 | 14,390 |
| **GRAND TOTAL** | 5,927,400 | 6,377,396 | 6,691,719 | 7,078,786 | 7,078,786 |

753
The $387,067 net increase in funding for Water and Sewer - Bureau of Water & Sewer Operations - Water Production is the result of:

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<th>FY 14</th>
<th>CHANGE</th>
<th>Description</th>
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<tr>
<td>1,755,009</td>
<td>1,754,396</td>
<td>(613)</td>
<td>Full Time Salaries</td>
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<tr>
<td>33,598</td>
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<td>34,211</td>
<td>Salary adjustments based on the recommendations of the Department of Human Resources</td>
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<tr>
<td>(3,613)</td>
<td></td>
<td>(1.95%)</td>
<td>(34,211) Staff Turnover</td>
</tr>
<tr>
<td>69,486</td>
<td>69,486</td>
<td></td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>35,369</td>
<td>35,369</td>
<td></td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>19,209</td>
<td>0</td>
<td>(19,209)</td>
<td>Temporary Salaries - eliminated vacant Water &amp; Sewer Management Specialist position</td>
</tr>
<tr>
<td>159,679</td>
<td>175,438</td>
<td>15,759</td>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>56,146</td>
<td>55,424</td>
<td>(722)</td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
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<tr>
<td>382,385</td>
<td>399,155</td>
<td>16,770</td>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>120,550</td>
<td>142,500</td>
<td>21,950</td>
<td>Overtime adjusted based on actual expense history</td>
</tr>
<tr>
<td>33,150</td>
<td>36,200</td>
<td>3,050</td>
<td>Shift Differential - adjusted based on actual expense history</td>
</tr>
<tr>
<td>147,238</td>
<td>147,765</td>
<td>527</td>
<td>FICA adjustment</td>
</tr>
<tr>
<td>15,000</td>
<td>65,000</td>
<td>50,000</td>
<td>Engineering Services - continued services for writing specs and inspection of painting projects (elevated water tanks and smaller projects at sites) based on actual expenses</td>
</tr>
<tr>
<td>38,578</td>
<td>49,410</td>
<td>10,832</td>
<td>Operating Equipment - increase based on maintenance contracts</td>
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<tr>
<td>16,500</td>
<td>13,963</td>
<td>(2,537)</td>
<td>Grounds Maintenance - decrease based on bid for mowing at plants and tower sites, plus tree/debris removal</td>
</tr>
<tr>
<td>0</td>
<td>100,000</td>
<td>100,000</td>
<td>Other Service &amp; Maintenance Contracts - implementation of Cityworks Program software linking water treatment with Water/Wastewater Maintenance</td>
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FINANCIAL NOTES:

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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tr>
<td>180,000</td>
<td>190,000</td>
<td>10,000</td>
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</tbody>
</table>

Utility Water & Sewer Purchase - raw water purchased from Baltimore City delivered through the Big Inch and monthly payments to the City of Havre de Grace for treating recycled water from Harford County's water plant.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>221,700</td>
<td>227,700</td>
<td>6,000</td>
</tr>
</tbody>
</table>

County Facility Repair & Renovation - routine repairs, replacements and repairs to chlorinator, pumps, filters, water heaters, painting and gutters, etc. increase based on actuals:

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perryman</td>
<td>5,000</td>
<td>27,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Booster Station</td>
<td>45,000</td>
<td>42,500</td>
<td>(2,500)</td>
</tr>
<tr>
<td>Havre de Grace</td>
<td>55,500</td>
<td>49,500</td>
<td>(6,000)</td>
</tr>
<tr>
<td>Solids Handling Facility</td>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Abingdon Carbon Treatment Plant</td>
<td>116,000</td>
<td>103,500</td>
<td>(12,500)</td>
</tr>
<tr>
<td>TOTALS</td>
<td>221,700</td>
<td>227,700</td>
<td>6,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>58,950</td>
<td>97,725</td>
<td>38,775</td>
</tr>
</tbody>
</table>

Other Professional Services - increase based on actual expense history:

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perryman</td>
<td>16,500</td>
<td>16,500</td>
<td>0</td>
</tr>
<tr>
<td>Booster Station</td>
<td>450</td>
<td>225</td>
<td>(225)</td>
</tr>
<tr>
<td>Havre de Grace</td>
<td>12,000</td>
<td>15,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Abingdon</td>
<td>30,000</td>
<td>60,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Solids Handling Facility</td>
<td>0</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>TOTALS</td>
<td>58,950</td>
<td>97,725</td>
<td>38,775</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>ITEM DESCRIPTION</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniforms-Purchase - winterwear (jackets or coveralls) to supplement rented uniforms, purchased every other year</td>
<td>3,000</td>
<td>0</td>
<td>(3,000)</td>
</tr>
<tr>
<td>Chemical in Bulk - increase based on projected usage and unit costs</td>
<td>896,000</td>
<td>944,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Laboratory Supplies - increase due to additional reagents for new analyzers, more than three times the number of analyzers in new plant</td>
<td>38,700</td>
<td>46,200</td>
<td>7,500</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
<td></td>
</tr>
<tr>
<td>1,397,000</td>
<td>1,297,000</td>
<td>(100,000)</td>
<td></td>
</tr>
<tr>
<td>25,000</td>
<td>27,000</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>33,300</td>
<td>26,800</td>
<td>(6,500)</td>
<td></td>
</tr>
<tr>
<td>3,800</td>
<td>7,350</td>
<td>3,550</td>
<td></td>
</tr>
<tr>
<td>16,000</td>
<td>20,000</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>1,000</td>
<td>5,000</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>7,900</td>
<td>4,400</td>
<td>(3,500)</td>
<td></td>
</tr>
<tr>
<td>TOTALS</td>
<td>1,484,000</td>
<td>1,387,550</td>
<td>(96,450)</td>
</tr>
<tr>
<td>Equipment Repair Parts - increase based on actual expense history:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>CHANGE</td>
<td></td>
</tr>
<tr>
<td>101,200</td>
<td>135,900</td>
<td>34,700</td>
<td></td>
</tr>
</tbody>
</table>

Equipment Repair Parts - increase based on actual expense history:

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perryman</td>
<td>14,000</td>
<td>14,000</td>
<td>0</td>
</tr>
<tr>
<td>Booster Station</td>
<td>16,000</td>
<td>20,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Havre de Grace</td>
<td>17,000</td>
<td>27,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Solids Handling Facility</td>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
</tr>
<tr>
<td>Abingdon</td>
<td>49,000</td>
<td>69,700</td>
<td>20,700</td>
</tr>
<tr>
<td>Carbon Treatment Plant</td>
<td>200</td>
<td>200</td>
<td>0</td>
</tr>
<tr>
<td>TOTALS</td>
<td>101,200</td>
<td>135,900</td>
<td>34,700</td>
</tr>
</tbody>
</table>
DEPARTMENT: PUBLIC WORKS - WATER AND SEWER
DIVISION: Bureau of Water & Sewer Operations - Water Production
INDEX: 305220, 305240, 305250, 305255, 305280, 305290

FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>219,600</td>
<td>257,500</td>
<td>37,900</td>
</tr>
<tr>
<td></td>
<td><strong>Equipment:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>W &amp; S Wells and Well Development</td>
<td>35,000</td>
<td>Pumps</td>
</tr>
<tr>
<td></td>
<td>Electronic Process Control Equip</td>
<td>14,500</td>
<td>Flow Meter</td>
</tr>
<tr>
<td></td>
<td>Electric Heaters</td>
<td>5,400</td>
<td>Laboratory Equip</td>
</tr>
<tr>
<td></td>
<td>Air Conditioners</td>
<td>3,000</td>
<td>Other Equipment</td>
</tr>
<tr>
<td></td>
<td>Other Communication Equip</td>
<td>1,100</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>620,000</td>
<td>620,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td><strong>Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1.3 MGD of water from the City, at $35,000/month and Harford County's share of operating expenses of new solids handling facility based on terms of Intergovernmental agreement @ $200,000.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>FY 12 POSITIONS</td>
<td>FY 12 SALARIES</td>
<td>FY 13 POSITIONS</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-----------------</td>
<td>---------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>45,367</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant Superintendent</td>
<td>1.10</td>
<td>96,807</td>
<td>1.10</td>
</tr>
<tr>
<td>Central Stores Manager</td>
<td>1.00</td>
<td>39,900</td>
<td>1.00</td>
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<tr>
<td>Chemist</td>
<td>0.50</td>
<td>28,630</td>
<td>0.50</td>
</tr>
<tr>
<td>Chief Water &amp; Sewer</td>
<td>0.30</td>
<td>36,008</td>
<td>0.30</td>
</tr>
<tr>
<td>Computer System Engineer III</td>
<td>1.00</td>
<td>71,673</td>
<td>1.00</td>
</tr>
<tr>
<td>Laboratory Technician</td>
<td>1.20</td>
<td>50,184</td>
<td>1.20</td>
</tr>
<tr>
<td>Plant Operator Water/Wastewater</td>
<td>11.00</td>
<td>511,210</td>
<td>8.00</td>
</tr>
<tr>
<td>Plant Operator Trainee I Water/Wastewater</td>
<td>3.00</td>
<td>82,501</td>
<td>6.00</td>
</tr>
<tr>
<td>Plant Operator Trainee II Water/Wastewater</td>
<td>2.00</td>
<td>66,722</td>
<td>3.00</td>
</tr>
<tr>
<td>Plant Superintendent Water &amp; Sewer</td>
<td>1.15</td>
<td>92,486</td>
<td>1.15</td>
</tr>
<tr>
<td>Process Engineer</td>
<td>1.00</td>
<td>86,167</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Electrician Water &amp; Sewer</td>
<td>0.30</td>
<td>17,500</td>
<td>0.30</td>
</tr>
<tr>
<td>Senior Instrumentation Technician</td>
<td>0.30</td>
<td>18,569</td>
<td>0.30</td>
</tr>
<tr>
<td>Senior Laboratory Technician</td>
<td>1.00</td>
<td>47,400</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Plant Operator</td>
<td>2.00</td>
<td>96,268</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Water/Wastewater Facility Mechanic</td>
<td>1.15</td>
<td>67,980</td>
<td>1.15</td>
</tr>
<tr>
<td>Shift Supervisor/Plant Operations</td>
<td>3.00</td>
<td>195,002</td>
<td>3.00</td>
</tr>
<tr>
<td>Superintendent of Laboratories</td>
<td>0.10</td>
<td>6,541</td>
<td>0.10</td>
</tr>
<tr>
<td>Water/Wastewater Facility Mechanic</td>
<td>2.15</td>
<td>110,095</td>
<td>2.15</td>
</tr>
<tr>
<td>Water/Wastewater Facility Mechanic Trainee</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
</tr>
<tr>
<td>TOTAL FULL-TIME SALARIES</td>
<td>34.25</td>
<td>1,767,010</td>
<td>35.25</td>
</tr>
<tr>
<td>TEMPORARY SALARIES</td>
<td>19,209</td>
<td>19,209</td>
<td>19,209</td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>34.25</td>
<td>1,786,219</td>
<td>35.25</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

### DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

<table>
<thead>
<tr>
<th>Index Nos.</th>
<th>305220</th>
<th>305250</th>
<th>305240</th>
<th>305280</th>
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</thead>
</table>

### DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WATER PRODUCTION

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>232,209</td>
<td>50,095</td>
<td>417,290</td>
<td>0</td>
<td>144,850</td>
<td>0</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>50,095</td>
<td>56,146</td>
<td>382,385</td>
<td>0</td>
<td>153,700</td>
<td>0</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>417,290</td>
<td>382,385</td>
<td>399,155</td>
<td>178,700</td>
<td>152,167</td>
<td>4,935</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>144,850</td>
<td>153,700</td>
<td>178,700</td>
<td>35,369</td>
<td>181,194</td>
<td>3,945</td>
</tr>
<tr>
<td>FICA</td>
<td>147,480</td>
<td>147,238</td>
<td>152,167</td>
<td>23,520</td>
<td>175,700</td>
<td>4,935</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,865</td>
<td>4,935</td>
<td>4,935</td>
<td>4,935</td>
<td>4,935</td>
<td>4,935</td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>996,789</td>
<td>904,083</td>
<td>1,008,722</td>
<td>104,369</td>
<td>1,072,688</td>
<td>35,250</td>
</tr>
</tbody>
</table>

### TOTAL 27TH PAY COST

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>84,596</td>
<td>0</td>
<td>0</td>
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</table>

### TOTAL PERSONAL SERVICES

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.25</td>
<td>35.25</td>
<td>35.25</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Plant Operator Water/Wastewater filled as a Plant Operator Trainee I Water/Wastewater- #1352
B - Six (6) Plant Operator Trainee I Water/Wastewater positions upgraded to Plant Operator Trainee II Water/Wastewater - #1089, #1545, #2007, #2021, #2124 & #2147
C - Funding for vacant Temporary Water & Sewer Management Specialist position eliminated
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures for water production</td>
<td>$6,114,643</td>
<td>$5,927,395</td>
<td>$6,377,397</td>
<td>$6,691,719</td>
<td>$7,078,786</td>
</tr>
<tr>
<td>Full-time staff assigned</td>
<td>33.25</td>
<td>34.25</td>
<td>34.25</td>
<td>34.25</td>
<td>35.25</td>
</tr>
<tr>
<td>Output:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millions of gallons of water produced</td>
<td>4,233</td>
<td>4,122</td>
<td>4,319</td>
<td>4,589</td>
<td>4,759</td>
</tr>
<tr>
<td>Efficiency:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per million gallons produced</td>
<td>$1,445</td>
<td>$1,438</td>
<td>$1,477</td>
<td>$1,458</td>
<td>$1,487</td>
</tr>
<tr>
<td>Service Quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal and State goal for water turbidity</td>
<td>&lt;0.3 ntu</td>
<td>&lt;0.3 ntu</td>
<td>&lt;0.3 ntu</td>
<td>&lt;0.3 ntu</td>
<td>&lt;0.3 ntu</td>
</tr>
<tr>
<td>Harford County goal for water turbidity</td>
<td>&lt;0.1 ntu</td>
<td>&lt;0.1 ntu</td>
<td>&lt;0.1 ntu</td>
<td>&lt;0.1 ntu</td>
<td>&lt;0.1 ntu</td>
</tr>
<tr>
<td>Harford County goal for chlorine level</td>
<td>&lt;4.0 mg/l</td>
<td>&lt;4.0 mg/l</td>
<td>&lt;4.0 mg/l</td>
<td>&lt;4.0 mg/l</td>
<td>&lt;4.0 mg/l</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average water turbidity</td>
<td>0.050 ntu</td>
<td>0.050 ntu</td>
<td>0.053 ntu</td>
<td>0.050 ntu</td>
<td>0.050 ntu</td>
</tr>
<tr>
<td>Number of days when turbidity failed to meet standard</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Average chlorine level</td>
<td>1.8 mg/l</td>
<td>1.6 mg/l</td>
<td>1.6 mg/l</td>
<td>1.6 mg/l</td>
<td>1.6 mg/l</td>
</tr>
<tr>
<td>Number of days when chlorine content failed to meet standard</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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.
DEPARTMENT OF PUBLIC WORKS
DIVISION OF STORMWATER MANAGEMENT

County Executive

Director of Administration

Director of Public Works

Deputy Director Division of Highways and Stormwater Management

Bureau of 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 July 1, 2013. Revenue resulting from this fee can only be used for Watershed Protection and Restoration Programs.

All funds were transferred from #303310 Bureau of Water Resources to a new index #303320 - Stormwater Management under a new Stormwater Management Fund.

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 '13 - '14 GOAL:

1 TO IMPROVE STREAM WATER QUALITY THROUGH EFFECTIVE URBAN RUNOFF CONTROLS AND THROUGH STREAM RESTORATION PROGRAMS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>SUMMARY BY CHARACTER:</td>
<td></td>
<td></td>
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<tr>
<td>10 PERSONAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,199,026</td>
<td>1,199,026</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
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<td>0</td>
<td>0</td>
<td>29,870</td>
<td>29,870</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10,795</td>
<td>10,795</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20,100</td>
<td>20,100</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,640,009</td>
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</tr>
<tr>
<td>80 INTER-GOVERNMENTAL/INTER-FUND</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,900,000</td>
<td>1,259,991</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

29 STORMWATER MANAGEMENT | 0 | 0 | 0 | 3,900,000 | 1,259,991 |
FINANCIAL NOTES:

The $1,259,991 net increase in funding for Stormwater Management is the result of:

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions created under Stormwater Management Fund from Bureau of Water Resources - Highways Fund:</td>
<td>1,199,026</td>
<td>1,199,026</td>
<td></td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringes</td>
<td>Total</td>
</tr>
<tr>
<td>1.00</td>
<td>50,365</td>
<td>26,037</td>
<td>76,402</td>
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<tr>
<td>1.00</td>
<td>43,900</td>
<td>25,578</td>
<td>69,478</td>
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<tr>
<td>1.00</td>
<td>73,118</td>
<td>30,706</td>
<td>103,824</td>
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<td>3.00</td>
<td>189,007</td>
<td>72,338</td>
<td>261,345</td>
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<tr>
<td>1.00</td>
<td>92,307</td>
<td>34,151</td>
<td>126,458</td>
</tr>
<tr>
<td>1.00</td>
<td>113,525</td>
<td>33,960</td>
<td>147,485</td>
</tr>
<tr>
<td>1.00</td>
<td>43,035</td>
<td>13,591</td>
<td>56,626</td>
</tr>
<tr>
<td>1.00</td>
<td>81,465</td>
<td>32,159</td>
<td>113,624</td>
</tr>
<tr>
<td>2.00</td>
<td>176,182</td>
<td>67,602</td>
<td>243,784</td>
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<tr>
<td>12.00</td>
<td>862,904</td>
<td>336,122</td>
<td>1,199,026</td>
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<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tr>
<td>Contractual Services:</td>
<td>29,870</td>
<td>29,870</td>
<td></td>
</tr>
<tr>
<td>Office Equipment</td>
<td>10,000</td>
<td></td>
<td>Other Professional Services</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>500</td>
<td></td>
<td>Office Equipment Service</td>
</tr>
<tr>
<td>Fax Service</td>
<td>2,000</td>
<td></td>
<td>Operating Equipment</td>
</tr>
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<td>Legal Notice</td>
<td>4,150</td>
<td></td>
<td>Data Processing Software Maintenance</td>
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<tr>
<td>Other Advertising</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials &amp; Supplies:</td>
<td>10,795</td>
<td>10,795</td>
<td></td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>100</td>
<td>Audio Visual Supplies</td>
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<td>Printing-Commercial</td>
<td>1,050</td>
<td>Drafting &amp; Display Supplies</td>
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<tr>
<td>Delivery Charges</td>
<td>1,400</td>
<td>Laboratory Supplies</td>
<td></td>
</tr>
<tr>
<td>General Office Mailing</td>
<td>500</td>
<td>Safety Equipment</td>
<td></td>
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<tr>
<td>Meals-Special Purpose</td>
<td>45</td>
<td>Medical Supplies</td>
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<tr>
<td>Small Tools</td>
<td>2,000</td>
<td>Other Supplies &amp; Materials</td>
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**DEPARTMENT:** PUBLIC WORKS - DIVISION OF STORMWATER MANAGEMENT  
**DIVISION:** Bureau of Stormwater Management  
**INDEX:** 303320

### FINANCIAL NOTES:

<table>
<thead>
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<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>o</td>
<td>20,100</td>
<td>20,100</td>
<td>Business &amp; Travel:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4,800 County Owned Vehicles</td>
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<td></td>
<td></td>
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<td>6,000 Fuel Charges</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>2,000 Non-Targeted Charges - FVS</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>50 Mileage</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>150 Parking &amp; Tolls</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>100 Transportation Costs</td>
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<td>o</td>
<td>200</td>
<td>200</td>
<td>Intergovernmental/Interfund:</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>200 Fleet Daily Carpool Rentals</td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>FY 12 POSITIONS</td>
<td>FY 12 SALARIES</td>
<td>FY 13 POSITIONS</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Administrative Specialist I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Chief, Construction Inspector</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Civil Engineer II</td>
<td>0.00</td>
<td>0</td>
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<tr>
<td>Civil Engineer III</td>
<td>0.00</td>
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<tr>
<td>Civil Engineer IV</td>
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<tr>
<td>Engineering Associate II</td>
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<tr>
<td>Engineering Associate IV</td>
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</tr>
<tr>
<td>Engineering Associate V</td>
<td>0.00</td>
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<td>0.00</td>
</tr>
<tr>
<td>Inspector II</td>
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<td>0.00</td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0</strong></td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>86,290</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8,236</td>
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<tr>
<td>Health Benefits</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>173,904</td>
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<tr>
<td>FICA</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>66,012</td>
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<tr>
<td>Miscellaneous</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,680</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td>0</td>
<td><strong>336,122</strong></td>
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</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12.00</td>
<td>1,199,026</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - Bureau of Water Resources - Highways Fund positions abolished, created under new Stormwater Management Fund
Mt. Royal Stormwater Management Facility
COUNTY COUNCIL

Citizens

Harford Cable Network

County Council

County Council Office
Office of the County Auditor
Board of Appeals & Rezoning
Office of Council Attorney and Peoples Counsel
COUNTY COUNCIL

ORIGIN/PURPOSE:

The County Council is the legislative branch of the Harford County Government. The Council is comprised of six Council Members and the Council President who are elected to a four-year term by the voters. The Council is responsible for enacting all County laws. The Council adopts all County Master Plans including land use, transportation, community facilities, water and sewerage, and solid waste. The Council enacts laws establishing zoning regulations and comprehensive zoning maps. The Council adopts the annual operating and capital budgets, sets the property tax rate, and authorizes bond issues. The Council appoints and oversees the annual County audit and functions of the Board of Health and Board of Appeals. The Council has oversight of the Zoning Hearing Examiners, People's Counsel, People's Counsel Citizens Advisory Board, and Harford Cable Network.

The County Council Department consists of five divisions: Council Office, Board of Appeals and Rezoning, Office of Council Attorney and People's Counsel, Harford Cable Network, and Office of County Auditor.

MISSION STATEMENT:

TO PROVIDE CONSTITUENT AND LEGISLATIVE SERVICES TO THE CITIZENS OF HARFORD COUNTY IN A TIMELY, EFFICIENT AND COST EFFECTIVE MANNER

FY '13 - '14 KEY GOALS:

1. TO ADHERE TO CHARTER AND CODE REQUIREMENTS IN THE OPERATION OF THE DEPARTMENT AND ITS DIVISIONS

2. TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS ABOUT THE COUNCIL AND ITS DIVISIONS

3. TO EFFICIENTLY PROVIDE STAFF SUPPORT AND RESOURCES FOR ASSISTANCE TO COUNCIL MEMBERS, CONTRACTUAL STAFF, DIVISIONS AND THE PUBLIC

4. TO ENHANCE THE USE OF TECHNOLOGY IN ORDER TO BE MORE EFFICIENT AND COST EFFECTIVE

5. TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION
### COUNTY COUNCIL

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>1,549,698</td>
<td>1,903,076</td>
<td>2,138,381</td>
<td>2,173,480</td>
<td>2,173,480</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>473,039</td>
<td>417,331</td>
<td>514,696</td>
<td>458,764</td>
<td>458,764</td>
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<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>27,687</td>
<td>31,259</td>
<td>41,994</td>
<td>27,850</td>
<td>27,850</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>26,652</td>
<td>44,428</td>
<td>32,933</td>
<td>58,380</td>
<td>58,380</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>3,793</td>
<td>94,633</td>
<td>20,739</td>
<td>25,427</td>
<td>25,427</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>7,863</td>
<td>15,900</td>
<td>15,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL/INTERFUND</td>
<td>61</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

|                      | 2,088,793     | 2,506,627     | 2,763,743             | 2,743,901                 | 2,743,901     |

**SUMMARY BY FUND:**

<table>
<thead>
<tr>
<th>FUND</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>2,088,793</td>
<td>2,506,627</td>
<td>2,763,743</td>
<td>2,743,901</td>
<td>2,743,901</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

|                      | 2,088,793     | 2,506,627     | 2,763,743             | 2,743,901                 | 2,743,901     |

**SUMMARY BY DIVISION:**

<table>
<thead>
<tr>
<th>DIVISION</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>COUNTY COUNCIL OFFICE</td>
<td>1,198,474</td>
<td>1,459,855</td>
<td>1,362,239</td>
<td>1,246,382</td>
<td>1,246,382</td>
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<tr>
<td>OFFICE OF COUNTY AUDITOR</td>
<td>0</td>
<td>68,935</td>
<td>244,802</td>
<td>346,582</td>
<td>346,582</td>
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<tr>
<td>BOARD OF APPEALS &amp; REZONING</td>
<td>130,570</td>
<td>132,880</td>
<td>80,710</td>
<td>152,120</td>
<td>152,120</td>
</tr>
<tr>
<td>OFFICE OF COUNCIL ATTY/PEOPLE’S COUNSEL</td>
<td>4,990</td>
<td>13,035</td>
<td>297,474</td>
<td>271,016</td>
<td>271,016</td>
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<tr>
<td>HARFORD CABLE NETWORK</td>
<td>660,685</td>
<td>727,439</td>
<td>676,529</td>
<td>727,801</td>
<td>727,801</td>
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<tr>
<td>CULTURAL ARTS BOARD</td>
<td>94,074</td>
<td>104,483</td>
<td>101,989</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

|                      | 2,088,793     | 2,506,627     | 2,763,743             | 2,743,901                 | 2,743,901     |
FINANCIAL NOTES:

The ($19,842) net decrease in funding for County Council is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>33,149</td>
<td>33,149</td>
<td>FY 13 Merit Increase of 4% for eligible staff</td>
</tr>
<tr>
<td>1,086,341</td>
<td>1,090,062</td>
<td>3,721</td>
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</table>

Full Time Salaries:
- (7,000) Turnover (0.64%)
- 10,721 Salary adjustments
- 3,721

Two (2) part-time positions transferred out of County Council to Community Services:

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.0)</td>
<td>(53,292)</td>
<td>(27,953)</td>
<td>(81,245)</td>
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</table>

Position transferred between agencies within the County Council:

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<thead>
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<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>(1.0)</td>
<td>(69,637)</td>
<td>(27,318)</td>
<td>(96,955)</td>
</tr>
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</table>

2.165

From: County Council Office
Assistant Council Administrator
To: Board of Appeals and Rezoning
reclassified to Management Asst II

415,458

Full-time positions converted from temporary to permanent:

<table>
<thead>
<tr>
<th># of Positions</th>
<th>Salary</th>
<th>Fringe</th>
<th>Total</th>
<th>Legislative Aides</th>
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<tbody>
<tr>
<td>7.0</td>
<td>251,300</td>
<td>164,158</td>
<td>415,458</td>
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770
<table>
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<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
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<td>Temporary Salaries - seven Legislative Aides converted to permanent full-time positions, remaining funds provide for HCN Special Program support</td>
<td>325,766</td>
<td>80,766</td>
<td>(245,000)</td>
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<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>121,290</td>
<td>109,946</td>
<td>(11,344)</td>
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<tr>
<td>Worker's Compensation rate adjustments per Treasury's estimates</td>
<td>15,194</td>
<td>17,189</td>
<td>1,995</td>
</tr>
<tr>
<td>Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in their level of coverage</td>
<td>423,232</td>
<td>276,065</td>
<td>(147,167)</td>
</tr>
<tr>
<td>FICA adjusted for temporaries and personnel/salary changes</td>
<td>111,276</td>
<td>93,476</td>
<td>(17,800)</td>
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<tr>
<td>PEHP (Personal Employee Health Plan)</td>
<td>82,147</td>
<td>82,147</td>
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<tr>
<td>The following line items were adjusted for the transfer of the Cultural Arts Board function to Community Services:</td>
<td></td>
<td></td>
<td>(23,584)</td>
</tr>
<tr>
<td>Other Advertising</td>
<td></td>
<td></td>
<td>(3,000)</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td></td>
<td></td>
<td>(1,300)</td>
</tr>
<tr>
<td>Data Processing Software Maintenance</td>
<td></td>
<td></td>
<td>(1,000)</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td></td>
<td></td>
<td>(1,000)</td>
</tr>
<tr>
<td>Printing In House</td>
<td></td>
<td></td>
<td>(200)</td>
</tr>
<tr>
<td>Printing Commercial</td>
<td></td>
<td></td>
<td>(500)</td>
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<tr>
<td>General Office Mailing</td>
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<td>(200)</td>
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<tr>
<td>Mileage</td>
<td></td>
<td></td>
<td>(459)</td>
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<tr>
<td>Training Seminars</td>
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<td>(150)</td>
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<td>Membership Fees &amp; Dues</td>
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<td>(775)</td>
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<td>Grants &amp; Contributions</td>
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<td></td>
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<td></td>
<td>(23,584)</td>
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</table>
## FINANCIAL NOTES:

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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>o</td>
<td>571,756</td>
<td>539,524</td>
<td>(32,232)</td>
</tr>
</tbody>
</table>

Line items adjusted per Council’s request:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>9,550</td>
<td>9,050</td>
<td>Office Equipment</td>
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<tr>
<td>24,000</td>
<td>29,200</td>
<td>5,200</td>
<td>Telephone Service</td>
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<tr>
<td>650</td>
<td>750</td>
<td>100</td>
<td>Fax Services</td>
</tr>
<tr>
<td>53,315</td>
<td>33,200</td>
<td>(20,115)</td>
<td>Legal Notice</td>
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<tr>
<td>162,351</td>
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<td>Legal Services</td>
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<tr>
<td>93,754</td>
<td>99,000</td>
<td>5,246</td>
<td>Financial Audit</td>
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<tr>
<td>105,425</td>
<td>108,100</td>
<td>2,675</td>
<td>Other Professional Services</td>
</tr>
<tr>
<td>13,500</td>
<td>4,000</td>
<td>(9,500)</td>
<td>Office Equipment Service</td>
</tr>
<tr>
<td>22,500</td>
<td>26,000</td>
<td>3,500</td>
<td>Communication Service</td>
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<tr>
<td>900</td>
<td>1,068</td>
<td>168</td>
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<tr>
<td>11,800</td>
<td>2,195</td>
<td>(9,605)</td>
<td>Data Processing Software Maintenance</td>
</tr>
<tr>
<td>8,900</td>
<td>7,100</td>
<td>(1,800)</td>
<td>General Office Supplies</td>
</tr>
<tr>
<td>750</td>
<td>900</td>
<td>150</td>
<td>Printing In House</td>
</tr>
<tr>
<td>16,000</td>
<td>5,550</td>
<td>(10,450)</td>
<td>Printing Commercial</td>
</tr>
<tr>
<td>500</td>
<td>0</td>
<td>(500)</td>
<td>Duplicating Machine Supplies</td>
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<tr>
<td>5,994</td>
<td>5,250</td>
<td>(744)</td>
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<tr>
<td>0</td>
<td>300</td>
<td>300</td>
<td>Ice and Bottled Water</td>
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<tr>
<td>100</td>
<td>0</td>
<td>(100)</td>
<td>Other Food Supplies</td>
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<tr>
<td>8,658</td>
<td>13,259</td>
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<td>Mileage</td>
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<td>3,375</td>
<td>5,700</td>
<td>2,325</td>
<td>Meals</td>
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<tr>
<td>7,420</td>
<td>7,000</td>
<td>(420)</td>
<td>Lodging</td>
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<tr>
<td>4,350</td>
<td>21,000</td>
<td>16,650</td>
<td>Professional Books</td>
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<td>1,875</td>
<td>6,825</td>
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<td>Membership Fees and Dues</td>
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<tr>
<td>4,400</td>
<td>3,150</td>
<td>(1,250)</td>
<td>Training Seminars, Courses</td>
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<tr>
<td>20,739</td>
<td>25,427</td>
<td>4,688</td>
<td>Equipment</td>
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</table>

571,756  539,524 (32,232)
### DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** COUNTY COUNCIL

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant III</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
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<td>1.00</td>
<td>75,000</td>
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<tr>
<td>Administrative Assistant I</td>
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<td>40,107</td>
<td>1.00</td>
<td>40,107</td>
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<td>41,712</td>
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<tr>
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<td>168,381</td>
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<tr>
<td>Administrative Specialist I</td>
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<td>58,000</td>
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<td>0</td>
<td>0.00</td>
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<tr>
<td>Administrative Specialist II</td>
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<td>100,000</td>
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<td>104,000</td>
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<td>75,009</td>
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<tr>
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<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Auditor I</td>
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<td>80,000</td>
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<td>0</td>
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<tr>
<td>Broadcast Technician</td>
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<td>66,200</td>
<td>1.00</td>
<td>34,424</td>
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<tr>
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<td>95,000</td>
<td>1.00</td>
<td>101,421</td>
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<td>116,480</td>
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<td>95,000</td>
<td>1.00</td>
<td>90,000</td>
<td>1.00</td>
<td>90,000</td>
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<td>Council Members</td>
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<td>211,008</td>
<td>6.00</td>
<td>217,260</td>
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<td>Executive Director, HCN</td>
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<td>1.00</td>
<td>85,314</td>
<td>1.00</td>
<td>88,727</td>
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<td>7.00</td>
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<tr>
<td>Legislative Drafter</td>
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<td>Management Assistant II</td>
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<td>0</td>
<td>1.00</td>
<td>69,637</td>
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<td>Policy Analyst</td>
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<td>1.00</td>
<td>0</td>
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<tr>
<td>President of the Council</td>
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<td>38,575</td>
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<td>87,128</td>
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<td>90,613</td>
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</tbody>
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**TOTAL FULL-TIME SALARIES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.00</td>
<td>21.00</td>
<td>28.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART-TIME SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinator, Cultural Arts Board</td>
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**TOTAL PART-TIME SALARIES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**TEMPORARY SALARIES**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>325,766</td>
<td>80,766</td>
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</table>

**SALARY TOTAL**

<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.00</td>
<td>22.00</td>
<td>28.00</td>
</tr>
</tbody>
</table>

| SALARY TOTAL | 1,218,814 | 1,463,609 | 1,448,458 |

773
## DEPARTMENT STAFF SUMMARY

### DEPARTMENT: COUNTY COUNCIL

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
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<td>121,290</td>
<td>133,149</td>
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<td></td>
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<tr>
<td>Workers' Compensation</td>
<td>12,837</td>
<td>15,194</td>
<td>18,097</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td>280,267</td>
<td>423,232</td>
<td>377,494</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Overtime</td>
<td>500</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>93,277</td>
<td>111,276</td>
<td>110,635</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>3,220</td>
<td>3,780</td>
<td>3,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>543,974</strong></td>
<td><strong>674,772</strong></td>
<td><strong>725,022</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL COST OF 27TH PAY</strong></td>
<td><strong>56,385</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>24.00</strong></td>
<td><strong>1,819,173</strong></td>
<td><strong>22.00</strong></td>
<td><strong>2,138,381</strong></td>
<td><strong>28.00</strong></td>
<td><strong>2,173,480</strong></td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited Amounts*
ORIGIN/PURPOSE:
The County Council Office provides administrative and general support to the Council and performs the daily functions necessary to complete legislative activities. The Council Office staff are responsible to record minutes of public hearings, and Council legislative sessions; draft legislation; and provide information to the public. The staff provides administrative and clerical support for each Council Member for constituent problems and legislative duties, while meeting all legislative requirements for state and federal reporting. This office also provides support services to several Council-appointed boards such as the People’s Counsel Citizens Advisory Board, and Harford Cable Network Board.

FY '13 - '14 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 uses 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

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>952,726</td>
<td>1,160,914</td>
<td>1,182,716</td>
<td>1,154,751</td>
<td>1,154,751</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
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<td>178,768</td>
<td>123,529</td>
<td>26,845</td>
<td>26,845</td>
</tr>
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<td>SUPPLIES &amp; MATERIALS</td>
<td>17,744</td>
<td>23,076</td>
<td>22,425</td>
<td>12,050</td>
<td>12,050</td>
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<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>21,989</td>
<td>38,860</td>
<td>23,569</td>
<td>43,000</td>
<td>43,000</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>3,793</td>
<td>58,237</td>
<td>10,000</td>
<td>9,736</td>
<td>9,736</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
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<td>0</td>
<td>0</td>
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<tr>
<td>INTERGOVERNMENTAL/INTERFUND</td>
<td>61</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,198,474</td>
<td>1,459,855</td>
<td>1,362,239</td>
<td>1,246,382</td>
<td>1,246,382</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| GENERAL                | 1,198,474     | 1,459,855     | 1,362,239             | 1,246,382                | 1,246,382     |
The ($115,857) net decrease in funding for County Council - County Council Office is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,249</td>
<td>14,249</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>519,592</td>
<td>520,013</td>
<td>421 Full-Time Salaries</td>
</tr>
<tr>
<td>4,000</td>
<td>0.77%</td>
<td>Staff Turnover</td>
</tr>
<tr>
<td>(3,579)</td>
<td></td>
<td>Salary Adjustments</td>
</tr>
<tr>
<td>421</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(96,955)</td>
<td>(96,955)</td>
<td>Position transferred from County Council Office to Office of Appeals and Rezoning:</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Fringe</td>
</tr>
<tr>
<td>(1.00)</td>
<td>(69,637)</td>
<td>(27,318)</td>
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<td></td>
</tr>
<tr>
<td>415,458</td>
<td>415,458</td>
<td>Full-time positions created/converted from Temporary:</td>
</tr>
<tr>
<td># of Positions</td>
<td>Salary</td>
<td>Benefits</td>
</tr>
<tr>
<td>7.00</td>
<td>251,300</td>
<td>164,158</td>
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<tr>
<td>Legislative Aides</td>
<td></td>
<td></td>
</tr>
<tr>
<td>245,000</td>
<td>0</td>
<td>(245,000) Temporary Salaries - seven (7) Legislative Aides converted to full-time permanent positions</td>
</tr>
<tr>
<td>65,648</td>
<td>48,485</td>
<td>(17,163) Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>7,902</td>
<td>7,432</td>
<td>(470) Workers’ Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>283,699</td>
<td>145,561</td>
<td>(138,138) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>59,328</td>
<td>59,328</td>
<td>Post Employment Health Plan (PEHP)</td>
</tr>
<tr>
<td>58,495</td>
<td>39,780</td>
<td>(18,715) FICA adjusted per personnel/salary changes</td>
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</tbody>
</table>
The following line items were adjusted in accordance of the request of the County Council:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>9,500</td>
<td>9,500</td>
<td>Office Equipment</td>
</tr>
<tr>
<td>9,000</td>
<td>12,400</td>
<td>3,400</td>
<td>Telephone Service</td>
</tr>
<tr>
<td>350</td>
<td>750</td>
<td>400</td>
<td>Fax Services</td>
</tr>
<tr>
<td>93,754</td>
<td>0</td>
<td>93,754</td>
<td>Financial Audit - funds transferred to Office of County Auditor</td>
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<tr>
<td>125</td>
<td>3,000</td>
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<td>Other Professional Services</td>
</tr>
<tr>
<td>9,500</td>
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<td>Office Equipment Service</td>
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<tr>
<td>10,800</td>
<td>1,195</td>
<td>9,605</td>
<td>Data Processing Software-Maintenance</td>
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<tr>
<td>550</td>
<td>700</td>
<td>150</td>
<td>Printing In-House</td>
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<td>15,000</td>
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<td>10,000</td>
<td>Printing Commercial</td>
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<td>500</td>
<td>Duplicating Machine Supplies</td>
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<tr>
<td>1,225</td>
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<td>225</td>
<td>General Office Mailings</td>
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<td>300</td>
<td>Ice and Bottled Water</td>
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<tr>
<td>100</td>
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<td>100</td>
<td>Other Food Supplies</td>
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<tr>
<td>6,649</td>
<td>11,000</td>
<td>4,351</td>
<td>Mileage</td>
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<tr>
<td>2,875</td>
<td>5,000</td>
<td>2,125</td>
<td>Meals</td>
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<td>7,420</td>
<td>7,000</td>
<td>420</td>
<td>Lodging</td>
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<td>3,600</td>
<td>15,500</td>
<td>11,900</td>
<td>Professional Books &amp; Periodicals</td>
</tr>
<tr>
<td>0</td>
<td>3,500</td>
<td>3,500</td>
<td>Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>3,000</td>
<td>1,000</td>
<td>2,000</td>
<td>Training Seminars</td>
</tr>
<tr>
<td>10,000</td>
<td>0</td>
<td>10,000</td>
<td>Desks</td>
</tr>
<tr>
<td>0</td>
<td>9,736</td>
<td>9,736</td>
<td>Other - provides for equipment and furniture as needed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
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<td>9,500</td>
<td>9,500</td>
<td>Office Equipment</td>
</tr>
<tr>
<td>9,000</td>
<td>12,400</td>
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<td>Telephone Service</td>
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<tr>
<td>350</td>
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<td>Fax Services</td>
</tr>
<tr>
<td>93,754</td>
<td>0</td>
<td>93,754</td>
<td>Financial Audit - funds transferred to Office of County Auditor</td>
</tr>
<tr>
<td>125</td>
<td>3,000</td>
<td>2,875</td>
<td>Other Professional Services</td>
</tr>
<tr>
<td>9,500</td>
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<td>Office Equipment Service</td>
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<tr>
<td>10,800</td>
<td>1,195</td>
<td>9,605</td>
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<tr>
<td>550</td>
<td>700</td>
<td>150</td>
<td>Printing In-House</td>
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<tr>
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<td>10,000</td>
<td>Printing Commercial</td>
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<tr>
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</tr>
<tr>
<td>0</td>
<td>300</td>
<td>300</td>
<td>Ice and Bottled Water</td>
</tr>
<tr>
<td>100</td>
<td>0</td>
<td>100</td>
<td>Other Food Supplies</td>
</tr>
<tr>
<td>6,649</td>
<td>11,000</td>
<td>4,351</td>
<td>Mileage</td>
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<td>2,875</td>
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<td>2,125</td>
<td>Meals</td>
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<tr>
<td>7,420</td>
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</tr>
<tr>
<td>3,600</td>
<td>15,500</td>
<td>11,900</td>
<td>Professional Books &amp; Periodicals</td>
</tr>
<tr>
<td>0</td>
<td>3,500</td>
<td>3,500</td>
<td>Membership Fees &amp; Dues</td>
</tr>
<tr>
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<td>1,000</td>
<td>2,000</td>
<td>Training Seminars</td>
</tr>
<tr>
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<td>10,000</td>
<td>Desks</td>
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<tr>
<td>0</td>
<td>9,736</td>
<td>9,736</td>
<td>Other - provides for equipment and furniture as needed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>9,500</td>
<td>9,500</td>
<td>Office Equipment</td>
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<tr>
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<td>Telephone Service</td>
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<td>Data Processing Software-Maintenance</td>
</tr>
<tr>
<td>550</td>
<td>700</td>
<td>150</td>
<td>Printing In-House</td>
</tr>
<tr>
<td>15,000</td>
<td>5,000</td>
<td>10,000</td>
<td>Printing Commercial</td>
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<tr>
<td>500</td>
<td>0</td>
<td>500</td>
<td>Duplicating Machine Supplies</td>
</tr>
<tr>
<td>1,225</td>
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<td>225</td>
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</tr>
<tr>
<td>100</td>
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<td>100</td>
<td>Other Food Supplies</td>
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<td>11,000</td>
<td>4,351</td>
<td>Mileage</td>
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<tr>
<td>2,875</td>
<td>5,000</td>
<td>2,125</td>
<td>Meals</td>
</tr>
<tr>
<td>7,420</td>
<td>7,000</td>
<td>420</td>
<td>Lodging</td>
</tr>
<tr>
<td>3,600</td>
<td>15,500</td>
<td>11,900</td>
<td>Professional Books &amp; Periodicals</td>
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<td>0</td>
<td>3,500</td>
<td>3,500</td>
<td>Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>3,000</td>
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</tr>
<tr>
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<td>9,736</td>
<td>9,736</td>
<td>Other - provides for equipment and furniture as needed</td>
</tr>
<tr>
<td>POSITION TITLE</td>
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<td>SALARIES</td>
<td>POSITIONS FY 13</td>
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<td>----------------------------------------</td>
<td>-----------------</td>
<td>----------</td>
<td>-----------------</td>
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<tr>
<td>Administrative Specialist II</td>
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<tr>
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<tr>
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<td>0.00</td>
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<tr>
<td>Legislative Drafter</td>
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<td>President of the Council</td>
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<td>38,575</td>
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<td>Senior Assistant Council Attorney</td>
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**FULL-TIME SALARIES**

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<tr>
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<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 12</td>
<td>14.00</td>
<td>670,554</td>
</tr>
<tr>
<td>FY 13</td>
<td>11.00</td>
<td>519,592</td>
</tr>
<tr>
<td>FY 14</td>
<td>18.00</td>
<td>713,699</td>
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</table>

**TEMPORARY SALARIES**

<table>
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<th>SALARIES</th>
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</thead>
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<tr>
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<td>245,000</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>FY 14</td>
<td></td>
<td>0</td>
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</table>

**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>POSITIONS</th>
<th>SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 12</td>
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<td>670,554</td>
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<tr>
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<td>11.00</td>
<td>764,592</td>
</tr>
<tr>
<td>FY 14</td>
<td>18.00</td>
<td>713,699</td>
</tr>
</tbody>
</table>
### Division Staff Summary

**Department:** COUNTY COUNCIL  
**Division:** COUNTY COUNCIL OFFICE  
Index No. 401000

<table>
<thead>
<tr>
<th>OTHER PERSONAL SERVICES</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>82,600</td>
<td>65,648</td>
<td>67,749</td>
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<tr>
<td>Workers’ Compensation</td>
<td>6,657</td>
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<td>8,059</td>
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<td>Health Benefits</td>
<td>152,768</td>
<td>283,699</td>
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<td>PEHP</td>
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<td>0</td>
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<tr>
<td>FICA</td>
<td>51,297</td>
<td>58,495</td>
<td>54,598</td>
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<tr>
<td>Miscellaneous</td>
<td>1,820</td>
<td>2,380</td>
<td>2,240</td>
</tr>
<tr>
<td><strong>Total Other Personal Services</strong></td>
<td><strong>295,142</strong></td>
<td><strong>418,124</strong></td>
<td><strong>441,052</strong></td>
</tr>
</tbody>
</table>

| TOTAL 27TH PAY COST     | 30,941| 0     | 0     |
| **Total Personal Services** | **14.00** | **11.00** | **18.00** |

*FY 12 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) unfunded Assistant Council Attorney position #3595 transferred into County Council Office and reclassified to Assistant Council Administrator and unfunded for FY 14. One (1) Assistant Council Administrator position #0520 was transferred to Board of Appeals and Rezoning and reclassified to Management Assistant II

B - Seven (7) Legislative Aides positions were converted from temporary to classified full-time permanent positions

C - No temporary salary funding required for FY 14 - Legislative Aides were converted to full-time permanent positions
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.

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>0</td>
<td>60,950</td>
<td>235,346</td>
<td>239,882</td>
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<td>662</td>
<td>2,800</td>
<td>100,950</td>
<td>100,950</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>0</td>
<td>1,293</td>
<td>2,800</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
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<td>180</td>
<td>1,650</td>
<td>3,250</td>
<td>3,250</td>
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<td>50 CAPITAL OUTLAY</td>
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<td>5,850</td>
<td>2,206</td>
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<td>2,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>0</td>
<td>68,935</td>
<td>244,802</td>
<td>346,582</td>
<td>346,582</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL          | 0             | 68,935        | 244,802               | 346,582                  | 346,582      |
**FINANCIAL NOTES:**

The $101,780 net increase in funding for County Council - Office of County Auditor is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
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<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>170,000</td>
<td>165,000</td>
<td>(5,000) Full-time Salaries:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(5,000) Staff Turnover (2.94%)</td>
</tr>
<tr>
<td>15,300</td>
<td>16,500</td>
<td>1,200 Pension/Retirement rate adjustments per Treasury’s estimates</td>
</tr>
<tr>
<td>391</td>
<td>2,567</td>
<td>2,176 Workers’ Compensation rate adjustments per Treasury’s estimates</td>
</tr>
<tr>
<td>36,370</td>
<td>33,784</td>
<td>(2,586) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>9,128</td>
<td>9,128</td>
<td>PEHP (Personal Employee Health Plan)</td>
</tr>
<tr>
<td>13,005</td>
<td>12,623</td>
<td>(382) FICA adjusted per personnel/salary changes</td>
</tr>
<tr>
<td>9,206</td>
<td>106,500</td>
<td>97,294 The following line items were adjusted in accordance of the request of the County Council:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>50</td>
<td>(450) Office Equipment</td>
</tr>
<tr>
<td>2,000</td>
<td>1,200</td>
<td>(800) Telephone Service</td>
</tr>
<tr>
<td>300</td>
<td>0</td>
<td>(300) Fax Services</td>
</tr>
<tr>
<td>0</td>
<td>700</td>
<td>700 Legal Notice</td>
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<tr>
<td>0</td>
<td>99,000</td>
<td>99,000 Financial/Audit - funds transferred from County Council Office</td>
</tr>
<tr>
<td>2,000</td>
<td>200</td>
<td>(1,800) General Office Supplies</td>
</tr>
<tr>
<td>500</td>
<td>50</td>
<td>(450) Printing Commercial</td>
</tr>
<tr>
<td>100</td>
<td>50</td>
<td>(50) General Office Mailing</td>
</tr>
<tr>
<td>200</td>
<td>50</td>
<td>(150) Mileage</td>
</tr>
<tr>
<td>250</td>
<td>0</td>
<td>(250) Professional Books</td>
</tr>
<tr>
<td>400</td>
<td>1,700</td>
<td>1,300 Membership Fees &amp; Dues</td>
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<tr>
<td>750</td>
<td>1,500</td>
<td>750 Training Seminars, Courses</td>
</tr>
<tr>
<td>2,206</td>
<td>2,000</td>
<td>(206) Equipment - computers</td>
</tr>
</tbody>
</table>

| 9,206 | 106,500 | 97,294 |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY COUNCIL  
**DIVISION:** OFFICE OF COUNTY AUDITOR  
**Index No:** 402000

### ENACTED

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Administrative Specialist I</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
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<tr>
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<td>90,000</td>
<td>1.00</td>
<td>90,000</td>
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<td>0</td>
</tr>
</tbody>
</table>

**SALARY TOTAL**  
- 3.00  
- 153,000

**OTHER PERSONAL SERVICES**  
- Pension 19,890  
- Workers' Compensation 306  
- Health Benefits 36,240  
- PEHP 0  
- FICA 11,705  
- Miscellaneous 280

**TOTAL OTHER PERSONAL SERVICES**  
- 68,421

**TOTAL 27TH PAY COST**  
- 7,100

**TOTAL PERSONAL SERVICES**

*FY 12 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) vacant Auditor I position reclassified and filled as an Accountant III - #3557
B - One (1) Policy Analyst position unfunded again for FY 14 - #3556
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 '13 - '14 OBJECTIVES:**

- To comply with all Charter and 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:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>10 PERSONAL SERVICES</td>
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<td>500</td>
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<td>132,880</td>
<td>80,710</td>
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<td>152,120</td>
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</table>

**FUNDING SOURCE:**

| 11 GENERAL                     | 130,570       | 132,880      | 80,710                | 152,120                  | 152,120      |
The $71,410 net increase in funding for County Council - Board of Appeals and Rezoning is the result of:

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<td>99,120</td>
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<tr>
<td># of positions</td>
<td>Salary</td>
<td>Benefits</td>
</tr>
<tr>
<td>1.0</td>
<td>69,637</td>
<td>29,483</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>77,210</td>
<td>49,500</td>
<td>(27,710) The following line items were adjusted in accordance of the request of the County Council:</td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td>15,000</td>
<td>7,500</td>
<td>(7,500) Legal Notice</td>
</tr>
<tr>
<td>59,741</td>
<td>40,000</td>
<td>(19,741) Legal Services</td>
</tr>
<tr>
<td>2,469</td>
<td>2,000</td>
<td>(469) General Office Mailing</td>
</tr>
<tr>
<td>77,210</td>
<td>49,500</td>
<td>(27,710)</td>
</tr>
</tbody>
</table>
## Division Staff Summary

**Department:** COUNTY COUNCIL  
**Division:** BOARD OF APPEALS AND REZONING  
Index No. 404000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Management Assistant II</td>
<td>1.00</td>
<td>65,009</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>1.00</strong></td>
<td><strong>65,009</strong></td>
<td><strong>0.00</strong></td>
</tr>
</tbody>
</table>

**Other Personal Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>8,451</td>
<td>0</td>
<td>6,964</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>130</td>
<td>0</td>
<td>160</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>14,717</td>
<td>0</td>
<td>16,892</td>
</tr>
<tr>
<td>Overtime</td>
<td>500</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FICA</td>
<td>5,011</td>
<td>0</td>
<td>5,327</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>140</td>
<td>0</td>
<td>140</td>
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</tbody>
</table>

**Total Other Personal Services**  
28,949  
0  
29,483

**Total 27th Pay Cost**  
3,018  
0  
0

**Total Personal Services**  
1.00  
96,976 *  
0.00  
0  
1.00  
99,120

*FY 12 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Assistant Council Administrator transferred from County Council Office and reclassified to Management Assistant II - # 0520
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 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 '13 - '14 OBJECTIVES:

- To comply with all Charter and Code requirements for People's Counsel and Zoning Board of Appeals activities
- 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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>0</td>
<td>0</td>
<td>155,549</td>
<td>154,166</td>
<td>154,166</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,923</td>
<td>13,035</td>
<td>141,925</td>
<td>111,400</td>
<td>111,400</td>
</tr>
<tr>
<td>30 SUPPLIES AND MATERIALS</td>
<td>67</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>40 BUSINESS AND TRAVEL</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5,450</td>
<td>5,450</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>4,990</td>
<td>13,035</td>
<td>297,474</td>
<td>271,016</td>
<td>271,016</td>
</tr>
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</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>4,990</td>
<td>13,035</td>
<td>297,474</td>
<td>271,016</td>
<td>271,016</td>
</tr>
</tbody>
</table>
## Financial Notes:

The ($26,458) net decrease in funding for County Council - Office of the Council Attorney and People's Counsel is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,004</td>
<td>5,004</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
</tbody>
</table>
| 118,000 | 112,000 | (6,000) Full-time Salaries  
(6,000) Staff Turnover (5.08%) |
| 10,620 | 11,200 | 580 Pension/Retirement rate adjustments per Treasury's estimates |
| 18,185 | 16,892 | (1,293) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in their level of coverage |
| 8,333 | 8,673 | 340 FICA adjusted per personnel/salary changes |
| 141,925 | 116,850 | (25,075) The following line items were adjusted in accordance of the request of the County Council: |

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>38,315</td>
<td>25,000</td>
<td>(13,315)</td>
</tr>
<tr>
<td>102,610</td>
<td>85,000</td>
<td>(17,610)</td>
</tr>
<tr>
<td>1,000</td>
<td>800</td>
<td>(200)</td>
</tr>
<tr>
<td>0</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>0</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>0</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td><strong>141,925</strong></td>
<td><strong>116,850</strong></td>
<td><strong>(25,075)</strong></td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY COUNCIL  
**DIVISION:** OFFICE OF COUNCIL ATTORNEY AND PEOPLE’S COUNSEL

**Index No. 405000**

### Position Title

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Council Attorney</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Council Attorney</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>118,000</td>
<td>1.00</td>
<td>116,480</td>
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</table>

**SALARY TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.00</td>
<td>0</td>
<td>2.00</td>
<td>118,000</td>
<td>1.00</td>
<td>116,480</td>
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</tbody>
</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>10,620</td>
<td>1.00</td>
<td>11,648</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>271</td>
<td>1.00</td>
<td>268</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>18,185</td>
<td>1.00</td>
<td>16,892</td>
</tr>
<tr>
<td>FICA</td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>8,333</td>
<td>1.00</td>
<td>8,738</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>140</td>
<td>1.00</td>
<td>140</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>37,549</td>
<td>1.00</td>
<td>37,686</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>2.00</td>
<td>155,549</td>
<td>1.00</td>
<td>154,166</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Assistant Council Attorney position #3595 was transferred to County Council Office and reclassified to Assistant Council Administrator
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 '13 - '14 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 the new facility meets the future needs of the growing population for public, education and government information

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>419,128</td>
<td>498,806</td>
<td>485,315</td>
<td>525,561</td>
<td>525,561</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>229,152</td>
<td>188,230</td>
<td>163,401</td>
<td>169,069</td>
<td>169,069</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>8,799</td>
<td>5,895</td>
<td>13,300</td>
<td>13,300</td>
<td>13,300</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>3,606</td>
<td>4,144</td>
<td>5,980</td>
<td>6,180</td>
<td>6,180</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>30,364</td>
<td>8,533</td>
<td>13,691</td>
<td>13,691</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>660,685</strong></td>
<td><strong>727,439</strong></td>
<td><strong>676,529</strong></td>
<td><strong>727,801</strong></td>
<td><strong>727,801</strong></td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| 11 GENERAL           | 660,685       | 727,439       | 676,529               | 727,801                  | 727,801       |
The $51,272 net increase in funding for County Council - Harford Cable Network (HCN) is the result of:

FY 13   FY 14   CHANGE

- 11,785   11,785  FY 13 Merit increase of 4% for eligible staff
- 278,749  293,049 14,300 Full-time Salaries
  14,300  Salary Adjustment
- 25,087   29,305  4,218 Pension/Retirement rate adjustments per Treasury's estimates
- 65,998   60,848  (5,150) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in their level of coverage
- 6,512    6,820   308 Workers' Compensation adjustments per Treasury's estimates
- 27,503   28,597  1,094 FICA adjustment
- 13,691   13,691  PEHP (Personal Employee Health Plan)
- 44,533   55,391  10,858 The following line items were adjusted in accordance with the request of County Council:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,000</td>
<td>15,000</td>
<td>2,000</td>
</tr>
<tr>
<td>22,500</td>
<td>26,000</td>
<td>3,500</td>
</tr>
<tr>
<td>500</td>
<td>700</td>
<td>200</td>
</tr>
<tr>
<td>8,533</td>
<td>13,691</td>
<td>5,158</td>
</tr>
<tr>
<td><strong>44,533</strong></td>
<td><strong>55,391</strong></td>
<td><strong>10,858</strong></td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY COUNCIL  
**DIVISION:** HARFORD CABLE NETWORK  
**Index No.** 406000

### Summary of Salaries and Personal Services

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>40,107</td>
<td>1.00</td>
<td>40,107</td>
<td>1.00</td>
<td>41,712</td>
</tr>
<tr>
<td>Broadcast Technician</td>
<td>2.00</td>
<td>66,200</td>
<td>2.00</td>
<td>66,200</td>
<td>1.00</td>
<td>34,424</td>
</tr>
<tr>
<td>Executive Director, HCN</td>
<td>1.00</td>
<td>85,314</td>
<td>1.00</td>
<td>85,314</td>
<td>1.00</td>
<td>88,727</td>
</tr>
<tr>
<td>Producer Manager, HCN</td>
<td>1.00</td>
<td>87,128</td>
<td>1.00</td>
<td>87,128</td>
<td>1.00</td>
<td>90,613</td>
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<td>Production Supervisor HCN</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>47,400 A</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**  
5.00 278,749 5.00 278,749 5.00 302,876

**TEMPORARY SALARIES**  
0 80,766 80,766

**SALARY TOTAL**  
5.00 278,749 5.00 359,515 5.00 383,642

### Other Personal Services

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 12 Positions</th>
<th>FY 12 Amounts</th>
<th>FY 13 Positions</th>
<th>FY 13 Amounts</th>
<th>FY 14 Positions</th>
<th>FY 14 Amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td></td>
<td>36,237</td>
<td></td>
<td>25,087</td>
<td></td>
<td>30,288</td>
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<td>Workers' Compensation</td>
<td></td>
<td>5,641</td>
<td></td>
<td>6,512</td>
<td></td>
<td>7,043</td>
</tr>
<tr>
<td>Health Benefits</td>
<td></td>
<td>57,542</td>
<td></td>
<td>65,998</td>
<td></td>
<td>60,848</td>
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<td>PEHP</td>
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<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>13,691</td>
</tr>
<tr>
<td>FICA</td>
<td></td>
<td>21,324</td>
<td></td>
<td>27,503</td>
<td></td>
<td>29,349</td>
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<td></td>
<td>700</td>
<td></td>
<td>700</td>
<td></td>
<td>700</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
121,444 125,800 141,919

**TOTAL 27TH PAY COST**  
12,935 0 0

**TOTAL PERSONAL SERVICES**  
5.00 413,128 5.00 485,315 5.00 525,561

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Broadcast Technician position promoted to Production Supervisor HCN - #3506

791
The Cultural Arts Board shall apprise the County Council of the areas in which the Council can best serve to aid and strengthen the cultural climate in Harford County. Their further duty is to disseminate to the people of Harford County, the local government's interest in the promulgation of the Arts. In cooperation with the Maryland State Arts Council, the Cultural Arts Board serves to enhance the cultural arts in Harford County, through the granting of State and County funds to local cultural arts organizations. These grants encourage the growth and attainment of the highest artistic excellence in the Arts.

The Cultural Arts Board (CAB) was established and serves under the auspices of the County Council. The CAB, as the County Arts Council, receives a grant from the Maryland State Arts Council. Per Bill 13-7 as enacted on March 14, 2013 the Cultural Arts Board was transferred to the Department of Community Services.

**FY '13 - '14 OBJECTIVES:**
- Promote and sustain the cultural arts in the County through the Community Arts Development grant program
- Promote and sustain the cultural arts in the County through support of a newsletter, advertising and the County website
- Promote and sustain the cultural arts in the County through creation of a community cultural arts center

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>80,757</td>
<td>82,243</td>
<td>79,455</td>
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<td>0</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,664</td>
<td>4,311</td>
<td>5,300</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>733</td>
<td>603</td>
<td>1,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,057</td>
<td>1,244</td>
<td>1,234</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>182</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>6,863</td>
<td>15,900</td>
<td>15,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>94,074</td>
<td>104,483</td>
<td>101,989</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**
- 11 GENERAL  
  - AUDITED FY 11: 94,074  
  - AUDITED FY 12: 104,483  
  - ORIGINAL BUDGET FY 13: 101,989  
  - EXECUTIVE PROPOSED FY 14: 0  
  - ENACTED FY 14: 0

**FINANCIAL NOTES:**
The ($101,989) net decrease in funding for County Council - Cultural Arts Board (CAB) is the result of this function being transferred to Community Services Office of the Director per Bill 13-7 enacted March 14, 2013.
## DIVISION STAFF SUMMARY

**DEPARTMENT:** COUNTY COUNCIL  
**DIVISION:** CULTURAL ARTS BOARD  
**Index No.** 407000

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinator, Cultural Arts Board</td>
<td>1.00</td>
<td>51,502</td>
<td>1.00</td>
<td>51,502</td>
<td>0.00</td>
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<tr>
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<td>1.00</td>
<td>51,502</td>
<td>1.00</td>
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<td>0</td>
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</table>

### OTHER PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12 Amount</th>
<th>FY 13 Amount</th>
<th>FY 14 Amount</th>
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<tbody>
<tr>
<td>Pension</td>
<td>6,695</td>
<td>4,635</td>
<td>0</td>
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<tr>
<td>Workers' Compensation</td>
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<td>0</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>19,000</td>
<td>18,980</td>
<td>0</td>
</tr>
<tr>
<td>FICA</td>
<td>3,940</td>
<td>3,940</td>
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<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>280</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>30,018</td>
<td>27,953</td>
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**TOTAL 27TH PAY COST**  
<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,391</td>
<td>0</td>
<td>0</td>
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**TOTAL PERSONAL SERVICES**  
<table>
<thead>
<tr>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>83,911*</td>
<td>79,455</td>
<td>0</td>
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</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited Amounts*

Two (2) Part-time Cultural Arts Board Coordinator positions were transferred to Community Services-Office of the Director - #0519 and #3025
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 13 - 14 KEY GOALS:

1 TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED

2 TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS

3 TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

4 TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

5 TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

6 TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES
### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>PROPOSED EXECUTIVE FY 14</th>
<th>ENACTED EXECUTIVE FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,272,767</td>
<td>2,423,234</td>
<td>2,250,537</td>
<td>2,369,519</td>
<td>2,369,519</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>442,814</td>
<td>439,443</td>
<td>457,196</td>
<td>470,294</td>
<td>470,294</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>61,884</td>
<td>65,081</td>
<td>63,301</td>
<td>67,410</td>
<td>67,410</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>16,761</td>
<td>13,358</td>
<td>17,670</td>
<td>18,770</td>
<td>18,770</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>90</td>
<td>1,498</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>54,818</td>
<td>31,500</td>
<td>31,500</td>
<td>31,500</td>
<td>31,500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,849,134</strong></td>
<td><strong>2,974,114</strong></td>
<td><strong>2,820,204</strong></td>
<td><strong>2,957,493</strong></td>
<td><strong>2,957,493</strong></td>
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### SUMMARY BY FUND:

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<tr>
<th>Fund</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>PROPOSED EXECUTIVE FY 14</th>
<th>ENACTED EXECUTIVE FY 14</th>
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</thead>
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<tr>
<td>11 GENERAL</td>
<td>2,849,134</td>
<td>2,974,114</td>
<td>2,820,204</td>
<td>2,957,493</td>
<td>2,957,493</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,849,134</strong></td>
<td><strong>2,974,114</strong></td>
<td><strong>2,820,204</strong></td>
<td><strong>2,957,493</strong></td>
<td><strong>2,957,493</strong></td>
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</tbody>
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### SUMMARY BY DIVISION:

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<th>Division</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>PROPOSED EXECUTIVE FY 14</th>
<th>ENACTED EXECUTIVE FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>411000 CIRCUIT COURT</td>
<td>1,363,921</td>
<td>1,437,484</td>
<td>1,350,760</td>
<td>1,431,148</td>
<td>1,431,148</td>
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<tr>
<td>412000 JURY SERVICES</td>
<td>188,190</td>
<td>191,736</td>
<td>184,350</td>
<td>192,350</td>
<td>192,350</td>
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<tr>
<td>413000 GRAND JURY</td>
<td>11,980</td>
<td>12,220</td>
<td>12,000</td>
<td>11,575</td>
<td>11,575</td>
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<tr>
<td>414000 JURY COMMISSIONER</td>
<td>166,932</td>
<td>187,024</td>
<td>178,759</td>
<td>188,484</td>
<td>188,484</td>
</tr>
<tr>
<td>415000 MASTERS</td>
<td>217,026</td>
<td>230,422</td>
<td>208,611</td>
<td>224,949</td>
<td>224,949</td>
</tr>
<tr>
<td>416000 COMMUNITY WORK SERVICE</td>
<td>332,197</td>
<td>335,149</td>
<td>326,028</td>
<td>341,646</td>
<td>341,646</td>
</tr>
<tr>
<td>417000 FAMILY COURT SERVICES</td>
<td>568,888</td>
<td>580,079</td>
<td>559,696</td>
<td>567,341</td>
<td>567,341</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,849,134</strong></td>
<td><strong>2,974,114</strong></td>
<td><strong>2,820,204</strong></td>
<td><strong>2,957,493</strong></td>
<td><strong>2,957,493</strong></td>
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### SUMMARY OF GRANT BUDGETS

30,000
JUDICIAL

FINANCIAL NOTES:

The $137,289 net increase in funding for Judicial is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,653,227</td>
<td>1,638,709</td>
<td>(14,518) Full-Time Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(19,062) Turnover (1.15%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4,544 Salary Adjustments based on the recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(14,518)</td>
</tr>
<tr>
<td>65,761</td>
<td>65,761</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>54,765</td>
<td>54,765</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>317,799</td>
<td>313,222</td>
<td>(4,577) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>145,176</td>
<td>163,871</td>
<td>18,695 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>126,473</td>
<td>125,362</td>
<td>(1,111) FICA adjustments</td>
</tr>
<tr>
<td>212,000</td>
<td>218,000</td>
<td>6,000 Other Professional Services:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Index</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Circuit Court</td>
<td>28,000</td>
<td>29,000</td>
<td>1,000</td>
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<tr>
<td>Jury Commissioner</td>
<td>19,000</td>
<td>19,000</td>
<td>0</td>
</tr>
<tr>
<td>Family Court Services</td>
<td>165,000</td>
<td>170,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Dept Total</td>
<td>212,000</td>
<td>218,000</td>
<td>6,000</td>
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## FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>21,102 Office Equipment</td>
<td>20,842</td>
<td>(260)</td>
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<tr>
<td>8,300 Telephone Service</td>
<td>8,550</td>
<td>250</td>
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<tr>
<td>3,885 Fax Services</td>
<td>4,570</td>
<td>685</td>
<td></td>
</tr>
<tr>
<td>1,000 Other Insurance</td>
<td>1,100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>192,000 Juror's Fees</td>
<td>199,575</td>
<td>7,575</td>
<td></td>
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<tr>
<td>17,200 General Office Supplies</td>
<td>17,550</td>
<td>350</td>
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<tr>
<td>3,560 Printing Commercial</td>
<td>3,096</td>
<td>(464)</td>
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<tr>
<td>5,879 Duplicating Machine Supplies</td>
<td>6,029</td>
<td>150</td>
<td></td>
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<tr>
<td>24,879 General Office Mailing</td>
<td>26,000</td>
<td>1,121</td>
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<tr>
<td>130 Paper Supplies</td>
<td>0</td>
<td>(130)</td>
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<tr>
<td>200 Computer Supplies</td>
<td>100</td>
<td>(100)</td>
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<tr>
<td>1,465 Mileage</td>
<td>1,650</td>
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<tr>
<td>0 Meals</td>
<td>120</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>0 Lodging</td>
<td>375</td>
<td>375</td>
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<tr>
<td>11,800 Professional Books &amp; Periodicals</td>
<td>12,100</td>
<td>300</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>291,400</strong></td>
<td><strong>301,657</strong></td>
<td><strong>10,257</strong></td>
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</tbody>
</table>

- **6,347** Office Equipment Service - for dictation equipment service and Masters division switched to new system, no longer requiring service contract

- **0** Computer Software - purchase of child support calculations software for five Judges

- **0** Computer Hardware Components - hardware for new Child support calculations software

- **1,500** Grants & Contributions - Law Library funding

- **30,000** County Match/Transfers Out - match for Court Appointed Special Advocate (CASA) grant
## DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** JUDICIAL

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>4.00</td>
<td>148,201</td>
<td>4.00</td>
<td>146,036</td>
<td>4.00</td>
<td>151,964</td>
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<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>54,269</td>
<td>1.00</td>
<td>54,269</td>
<td>1.00</td>
<td>56,453</td>
</tr>
<tr>
<td>Assistant to Jury Commissioner</td>
<td>1.00</td>
<td>45,455</td>
<td>1.00</td>
<td>45,455</td>
<td>1.00</td>
<td>47,307</td>
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<tr>
<td>Community Work Service Counselor</td>
<td>1.00</td>
<td>40,170</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Community Work Service Case Manager</td>
<td>2.00</td>
<td>91,748</td>
<td>3.00</td>
<td>131,918</td>
<td>3.00</td>
<td>130,436</td>
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<tr>
<td>Court Administrator</td>
<td>1.00</td>
<td>71,936</td>
<td>1.00</td>
<td>71,936</td>
<td>1.00</td>
<td>79,346</td>
</tr>
<tr>
<td>Court Reporter I</td>
<td>2.00</td>
<td>119,613</td>
<td>2.00</td>
<td>119,613</td>
<td>2.00</td>
<td>124,449</td>
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<tr>
<td>Court Reporter II</td>
<td>4.00</td>
<td>346,029</td>
<td>4.00</td>
<td>346,029</td>
<td>4.00</td>
<td>343,318</td>
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<tr>
<td>Criminal Assignment Clerk</td>
<td>1.00</td>
<td>45,455</td>
<td>1.00</td>
<td>45,455</td>
<td>1.00</td>
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<tr>
<td>Director, Community Work Svc Program</td>
<td>1.00</td>
<td>66,378</td>
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<td>66,378</td>
<td>1.00</td>
<td>69,030</td>
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<tr>
<td>Director, Family Court Services</td>
<td>1.00</td>
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<td>99,840</td>
<td>1.00</td>
<td>101,985</td>
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<tr>
<td>Evaluator/Mediator</td>
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<td>70,668</td>
<td>1.00</td>
<td>70,668</td>
<td>1.00</td>
<td>73,515</td>
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<tr>
<td>Family Services Coordinator</td>
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<td>1.00</td>
<td>54,210</td>
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<td>54,756</td>
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<tr>
<td>Jury Commissioner</td>
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<td>1.00</td>
<td>54,678</td>
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<td>56,862</td>
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<tr>
<td>Law Clerk (Bar Member)</td>
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<td>37,440</td>
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<td>42,930</td>
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<td>42,647</td>
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<td>3.00</td>
<td>127,005</td>
<td>3.00</td>
<td>132,094</td>
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<tr>
<td>Secretary II (Judicial)</td>
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<td>114,251</td>
<td>2.00</td>
<td>114,251</td>
<td>2.00</td>
<td>117,956</td>
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<tr>
<td>Secretary III (Judicial)</td>
<td>1.00</td>
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<td>1.00</td>
<td>62,556</td>
<td>1.00</td>
<td>65,072</td>
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**SALARY TOTAL**

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<thead>
<tr>
<th>FY 12</th>
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<tbody>
<tr>
<td>29.00</td>
<td>1,647,737</td>
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**OTHER PERSONAL SERVICES**

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<thead>
<tr>
<th>Description</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>214,206</td>
<td>145,176</td>
<td>169,450</td>
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<tr>
<td>Workers' Compensation</td>
<td>3,295</td>
<td>3,802</td>
<td>3,897</td>
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<tr>
<td>Health Benefits</td>
<td>341,010</td>
<td>317,799</td>
<td>313,222</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>54,765</td>
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<tr>
<td>FICA</td>
<td>126,052</td>
<td>126,473</td>
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<tr>
<td>Miscellaneous</td>
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<td>4,060</td>
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**TOTAL OTHER PERSONAL SERVICES**

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<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
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<tbody>
<tr>
<td></td>
<td>688,623</td>
<td>597,310</td>
<td>675,022</td>
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**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>76,463</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29.00</td>
<td>2,412,823*</td>
<td>29.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 '13 - '14 GOAL & OBJECTIVES:

1. TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED
   
   o To continue to reduce the number of open civil cases
   o To manage cases so that 98% of all non-domestic cases are resolved within eighteen (18) months pursuant to the Case flow Management Guidelines established by the Administrative Office of the Courts
   o To manage cases so that 90% of all domestic relations cases are resolved within twelve (12) months pursuant to the Case flow Management Guidelines established by the Administrative Office of the Courts

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
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<td>1,354,652</td>
<td>1,250,631</td>
<td>1,326,900</td>
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<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td>45,798</td>
<td>36,523</td>
<td>54,069</td>
<td>54,973</td>
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<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td>31,046</td>
<td>33,132</td>
<td>30,735</td>
<td>33,330</td>
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<tr>
<td>40</td>
<td>BUSINESS &amp; TRAVEL</td>
<td>13,978</td>
<td>10,179</td>
<td>13,825</td>
<td>14,445</td>
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<tr>
<td>50</td>
<td>CAPITAL OUTLAY</td>
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<tr>
<td>70</td>
<td>MISCELLANEOUS</td>
<td>24,637</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,363,921</strong></td>
<td><strong>1,437,484</strong></td>
<td><strong>1,350,760</strong></td>
<td><strong>1,431,148</strong></td>
<td><strong>1,431,148</strong></td>
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</table>

FUNDING SOURCE:

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<thead>
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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<td>GENERAL</td>
<td>1,363,921</td>
<td>1,437,484</td>
<td>1,350,760</td>
<td>1,431,148</td>
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**DEPARTMENT:** JUDICIAL  
**DIVISION:** Circuit Court  
**INDEX:** 411000

**FINANCIAL NOTES:**

The $80,388 net increase in funding for Judicial - Circuit Court is the result of:

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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>929,775</td>
<td>920,444</td>
<td>(9,331)</td>
</tr>
<tr>
<td>37,420</td>
<td>37,420</td>
<td>0</td>
</tr>
<tr>
<td>31,946</td>
<td>31,946</td>
<td>0</td>
</tr>
<tr>
<td>161,810</td>
<td>170,414</td>
<td>8,604</td>
</tr>
<tr>
<td>83,680</td>
<td>92,045</td>
<td>8,365</td>
</tr>
<tr>
<td>71,128</td>
<td>70,414</td>
<td>(714)</td>
</tr>
<tr>
<td>53,039</td>
<td>53,887</td>
<td>848</td>
</tr>
</tbody>
</table>

- **Full-time Salaries**  
  - FY 13: 929,775  
  - FY 14: 920,444  
  - CHANGE: (9,331)
  
- **Staff Turnover**  
  - FY 13: 13,875  
  - FY 14: (1.49%)  

- **Salary Adjustments**  
  - FY 13: 4,544  
  - FY 14: based on recommendations of the Department of Human Resources  

- **Office Equipment**  
  - FY 13: 4,102  
  - FY 14: 3,342  
  - CHANGE: (760)

- **Fax Services**  
  - FY 13: 2,500  
  - FY 14: 2,900  
  - CHANGE: 400

- **Other Professional Services**  
  - FY 13: 28,000  
  - FY 14: 30,000  
  - CHANGE: 2,000

- **Office Equipment Service**  
  - FY 13: 4,807  
  - FY 14: 5,000  
  - CHANGE: 193

- **Printing Commercial**  
  - FY 13: 800  
  - FY 14: 400  
  - CHANGE: (400)

- **Duplicating Machine Supplies**  
  - FY 13: 3,250  
  - FY 14: 3,000  
  - CHANGE: (250)

- **General Office Mailing**  
  - FY 13: 8,500  
  - FY 14: 8,800  
  - CHANGE: 300

- **Paper Supplies**  
  - FY 13: 130  
  - FY 14: 0  
  - CHANGE: (130)

- **Computer Supplies**  
  - FY 13: 200  
  - FY 14: 100  
  - CHANGE: (100)

- **Mileage**  
  - FY 13: 750  
  - FY 14: 850  
  - CHANGE: 100

- **Meals**  
  - FY 13: 0  
  - FY 14: 120  
  - CHANGE: 120

- **Lodging**  
  - FY 13: 0  
  - FY 14: 375  
  - CHANGE: 375

- **Computer Software**  
  - FY 13: 0  
  - FY 14: 2,000  
  - CHANGE: 2,000
  
- **Computer Hardware Components**  
  - FY 13: 0  
  - FY 14: 1,200  
  - CHANGE: 1,200

802
## Division Staff Summary

**Department:** Judicial  
**Division:** Circuit Court  
**Index No.:** 411000

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Administrator</td>
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<td>1.00</td>
<td>71,936</td>
<td>1.00</td>
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<tr>
<td>Court Reporter I</td>
<td>2.00</td>
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<td>2.00</td>
<td>119,613</td>
<td>2.00</td>
<td>124,449</td>
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<tr>
<td>Court Reporter II</td>
<td>4.00</td>
<td>346,029</td>
<td>4.00</td>
<td>346,029</td>
<td>4.00</td>
<td>343,318</td>
</tr>
<tr>
<td>Criminal Assignment Clerk</td>
<td>1.00</td>
<td>45,455</td>
<td>1.00</td>
<td>45,455</td>
<td>1.00</td>
<td>47,307</td>
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<tr>
<td>Law Clerk (Bar Member)</td>
<td>1.00</td>
<td>37,440</td>
<td>1.00</td>
<td>42,930</td>
<td>1.00</td>
<td>42,647</td>
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<tr>
<td>Secretary I (Judicial)</td>
<td>3.00</td>
<td>124,840</td>
<td>3.00</td>
<td>127,005</td>
<td>3.00</td>
<td>132,094</td>
</tr>
<tr>
<td>Secretary II (Judicial)</td>
<td>2.00</td>
<td>114,251</td>
<td>2.00</td>
<td>114,251</td>
<td>2.00</td>
<td>117,956</td>
</tr>
<tr>
<td>Secretary III (Judicial)</td>
<td>1.00</td>
<td>62,556</td>
<td>1.00</td>
<td>62,556</td>
<td>1.00</td>
<td>65,072</td>
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**Salary Total**  
15.00 922,120  
15.00 929,775  
15.00 952,189

**Other Personal Services**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 12 Salaries</th>
<th>FY 13 Salaries</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>119,876</td>
<td>83,680</td>
<td>95,219</td>
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<tr>
<td>Workers' Compensation</td>
<td>1,844</td>
<td>2,138</td>
<td>2,190</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>167,972</td>
<td>161,810</td>
<td>170,414</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>31,946</td>
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<tr>
<td>FICA</td>
<td>70,542</td>
<td>71,128</td>
<td>72,842</td>
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<tr>
<td>Miscellaneous</td>
<td>2,100</td>
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**Total Other Personal Services**  
362,334  
320,856  
374,711

**Total 27th Pay Cost**  
42,790  
0  
0

**Total Personal Services**  
15.00 1,327,244  
15.00 1,250,631  
15.00 1,326,900

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
DEPARTMENT:  JUDICIAL  
DIVISION:  Jury Services  
INDEX:  412000  

ORIGIN/PURPOSE:  
The Maryland Constitution as well as Maryland statutory and case law provide that parties to civil cases and defendants in criminal cases are entitled to a speedy trial by an impartial jury.

The preservation of this constitutional right to jury trial is the responsibility of the Circuit Court for Harford County. The Court must ensure proper jury selection procedures and has established a jury selection plan which is approved by the Court of Appeals of Maryland. Individuals who serve on juries are given a token compensation for their services.

This budgetary account provides funding for costs associated with jury service, including fees and miscellaneous expenses.

ALL FUND SUMMARY:  

<table>
<thead>
<tr>
<th>CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>183,840</td>
<td>186,567</td>
<td>180,000</td>
<td>188,000</td>
<td>188,000</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>4,350</td>
<td>5,169</td>
<td>4,350</td>
<td>4,350</td>
<td>4,350</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>188,190</td>
<td>191,736</td>
<td>184,350</td>
<td>192,350</td>
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</table>

FUNDING SOURCE:  

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<tr>
<th>SOURCE</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>188,190</td>
<td>191,736</td>
<td>184,350</td>
<td>192,350</td>
<td>192,350</td>
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</table>

FINANCIAL NOTES:  
The $8,000 net increase in funding for Judicial - Jury Services is the result of:

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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>180,000</td>
<td>188,000</td>
<td>8,000</td>
</tr>
</tbody>
</table>
DEPARTMENT: JUDICIAL

DIVISION:  Grand Jury

INDEX:  413000

ORIGIN/PURPOSE:

Under Maryland law, the Grand Jury performs an important function in the administration of the criminal law. It is not a judicial body, but is an accusing body. It has been preserved as an institution necessary for the preservation of the peace, good order, and dignity of the state in bringing to trial those guilty of violations of law, and protecting people from being put on trial for frivolous, unfounded, or false accusations.

The Grand Jury's function is to investigate violations of the criminal law and this function is ordinarily accomplished by indictments or presentments. Various statutory duties are also imposed on the Grand Jury. At least once each calendar year, the Grand Jury must visit the local jail and inquire into its condition, the manner in which it is kept, and the treatment of the prisoners, and report their findings to the Court. The Grand Jury in Harford County is selected from the list of local voters. Its function is to decide whether a person suspected of committing a crime should be indicted. Evidence is presented to the Grand Jury by the State's Attorney, law enforcement officers, and witnesses. A determination is made and the indictments and / or no-bills are presented to the Circuit Court for Harford County.

The Grand Jury operating budget appropriates funding for costs associated with Grand Jury services, including fees and miscellaneous expenses.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
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<tbody>
<tr>
<td>SUMMARY BY CHARACTER:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>11,980</td>
<td>12,220</td>
<td>12,000</td>
<td>11,575</td>
<td>11,575</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>11,980</td>
<td>12,220</td>
<td>12,000</td>
<td>11,575</td>
<td>11,575</td>
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<tr>
<td>FUNDING SOURCE:</td>
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<tr>
<td>11 GENERAL</td>
<td>11,980</td>
<td>12,220</td>
<td>12,000</td>
<td>11,575</td>
<td>11,575</td>
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</table>

FINANCIAL NOTES:

The ($425) net decrease in funding for Judicial - Grand Jury is the result of:

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<tbody>
<tr>
<td>12,000</td>
<td>11,575</td>
<td>(425) Juror's Fees - decrease based on actual expense history</td>
</tr>
</tbody>
</table>
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 '13 - '14 GOALS & OBJECTIVES:

2 TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS
   o Review and update the current jury plan

3 TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>127,992</td>
<td>148,798</td>
<td>134,874</td>
<td>143,549</td>
<td>143,549</td>
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<tr>
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<td>22,551</td>
<td>21,719</td>
<td>26,975</td>
<td>27,574</td>
<td>27,574</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
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<td>16,367</td>
<td>16,675</td>
<td>17,211</td>
<td>17,211</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>140</td>
<td>140</td>
<td>235</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>90</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
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</table>

GRAND TOTAL: 166,932 187,024 178,759 188,484 188,484

FUNDING SOURCE:

| 11 GENERAL | 166,932 | 187,024 | 178,759 | 188,484 | 188,484 |
FINANCIAL NOTES:

The $9,725 net increase in funding for Judicial - Jury Commissioner is the result of:

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<tbody>
<tr>
<td>4,759</td>
<td>4,759</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>17,559</td>
<td>15,910</td>
<td>(1,649) Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>9,012</td>
<td>10,013</td>
<td>1,001 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>23,500</td>
<td>24,536</td>
<td>1,036 Line items significantly adjusted, based on actual expense history:</td>
</tr>
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</table>

<table>
<thead>
<tr>
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<th>Change</th>
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<tr>
<td>7,000</td>
<td>7,400</td>
<td>400 Office Equipment</td>
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<tr>
<td>325</td>
<td>500</td>
<td>175 Fax Service</td>
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<tr>
<td>1,800</td>
<td>1,686</td>
<td>(114) Printing - Commercial</td>
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<td>1,800</td>
<td>2,200</td>
<td>400 Duplicating Machine Supplies</td>
</tr>
<tr>
<td>12,500</td>
<td>12,750</td>
<td>250 General Office Mailing</td>
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<tr>
<td>75</td>
<td>0</td>
<td>(75) Mileage</td>
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<tr>
<td>23,500</td>
<td>24,536</td>
<td>1,036</td>
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## DIVISION STAFF SUMMARY

**DEPARTMENT:** JUDICIAL  
**DIVISION:** JURY COMMISSIONER  
**Index No.:** 414000

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<th>POSITION TITLE</th>
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<td>Assistant to Jury Commissioner</td>
<td>1.00</td>
<td>45,455</td>
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<tr>
<td>Jury Commissioner</td>
<td>1.00</td>
<td>54,678</td>
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<thead>
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<th></th>
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<tbody>
<tr>
<td>Assistant to Jury Commissioner</td>
<td>1.00</td>
<td>45,455</td>
</tr>
<tr>
<td>Jury Commissioner</td>
<td>1.00</td>
<td>54,678</td>
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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Assistant to Jury Commissioner</td>
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<tr>
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**SALARY TOTAL**  

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<tr>
<td>FY 13</td>
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**OTHER PERSONAL SERVICES**

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<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>13,017</td>
<td>9,012</td>
<td>10,417</td>
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<tr>
<td>Workers' Compensation</td>
<td>200</td>
<td>230</td>
<td>240</td>
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<tr>
<td>Health Benefits</td>
<td>17,757</td>
<td>17,559</td>
<td>15,910</td>
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<tr>
<td>PEHP</td>
<td>7,660</td>
<td>7,660</td>
<td>7,969</td>
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<tr>
<td>Miscellaneous</td>
<td>280</td>
<td>280</td>
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</table>

**TOTAL OTHER PERSONAL SERVICES**  

<table>
<thead>
<tr>
<th></th>
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<th>34,741</th>
<th>39,380</th>
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<tbody>
<tr>
<td>FY 12</td>
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<td>34,741</td>
<td>39,380</td>
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<tr>
<td>FY 13</td>
<td>34,741</td>
<td>39,380</td>
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**TOTAL 27TH PAY COST**  

<table>
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<tr>
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<tr>
<td>FY 13</td>
<td>0</td>
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<td></td>
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</table>

**TOTAL PERSONAL SERVICES**  

<table>
<thead>
<tr>
<th></th>
<th>2.00</th>
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</thead>
<tbody>
<tr>
<td>FY 12</td>
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<td>143,694</td>
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<tr>
<td>FY 13</td>
<td>2.00</td>
<td>134,874</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
DEPARTMENT: JUDICIAL
DIVISION: Masters
INDEX: 415000

ORIGIN/PURPOSE:
A Master is an attorney who is appointed by and serves at the pleasure of the Judges of the Circuit Court and who is responsible for hearing all matters referred to him by the Court. One Master hears all juvenile cases. All the Masters hear domestic cases. The duties of the Master are:

- Conduct hearings on matters referred to them. These matters include 1) petitions filed by the Department of Juvenile Services alleging that a child is delinquent; 2) petitions filed by the Department of Social Services alleging that a child has been abused or neglected; and 3) domestic relations cases.
- Conduct hearings for family law cases referred to him
- Record all proceeding of hearings
- Direct the issuance of a subpoena for witnesses and/or documents
- Rule upon the admissibility of evidence
- Examine witnesses when necessary
- Convene, continue, and adjourn the hearings as necessary
- Make findings of facts and conclusions of law, and submit them to the presiding Judge of the Circuit Court for review.

In accordance with applicable State law, an appointment of a Master for both domestic relations matters and juvenile cases by the Judges of the Circuit Court of Harford County. The appointment must be approved by the Chief Judge of the Court of Appeals.

FY '13 - '14 GOAL & OBJECTIVES:
4. TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY
   - To have 100% of all Child in Need of Assistance (CINA) shelter cases adjudicated within thirty days and all CINA non-shelter cases adjudicated within sixty (60) days pursuant to the Case flow Guidelines established by the Administrative Office of the Courts
   - To expedite the hearing and disposition of child support, alimony and uncontested divorce cases

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
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<td>188,778</td>
<td>164,833</td>
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<td>5,709</td>
<td>7,360</td>
<td>5,970</td>
<td>5,970</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
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<td>5,625</td>
<td>5,625</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>997</td>
<td>1,344</td>
<td>1,200</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>217,026</td>
<td>230,422</td>
<td>208,611</td>
<td>224,949</td>
<td>224,949</td>
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</table>

FUNDING SOURCE:

<table>
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<tr>
<th>FUNDING SOURCE:</th>
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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>217,026</td>
<td>230,422</td>
<td>208,611</td>
<td>224,949</td>
<td>224,949</td>
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</table>
The $16,338 net increase in funding for Judicial - Masters is the result of:

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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<td></td>
<td>5,287</td>
<td>5,287</td>
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<tr>
<td>o</td>
<td></td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td></td>
<td>9,127</td>
<td>9,127</td>
</tr>
<tr>
<td>o</td>
<td></td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>35,434</td>
<td>36,938</td>
<td>1,504</td>
</tr>
<tr>
<td>o</td>
<td></td>
<td>Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>9,932</td>
<td>11,035</td>
<td>1,103</td>
</tr>
<tr>
<td>o</td>
<td></td>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>3,800</td>
<td>4,650</td>
<td>850</td>
</tr>
<tr>
<td>o</td>
<td></td>
<td>Line items significantly adjusted, based on actual expense history:</td>
</tr>
<tr>
<td>FY 13</td>
<td>FY 14</td>
<td>Change</td>
</tr>
<tr>
<td>0</td>
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<td>2,600</td>
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<tr>
<td>1,200</td>
<td>1,500</td>
<td>300</td>
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<tr>
<td>3,800</td>
<td>4,650</td>
<td>850</td>
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<tr>
<td>o</td>
<td>1,540</td>
<td>0</td>
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<tr>
<td>o</td>
<td>30,000</td>
<td>30,000</td>
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</table>
# DIVISION STAFF SUMMARY

**DEPARTMENT:** JUDICIAL  
**DIVISION:** MASTERS  
Index No. 415000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
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<td>110,351</td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>3.00</td>
<td>110,351</td>
<td>3.00</td>
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</table>

**OTHER PERSONAL SERVICES**

<table>
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<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>14,346</td>
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<td>11,484</td>
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<td>Workers' Compensation</td>
<td>221</td>
<td>254</td>
<td>264</td>
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<tr>
<td>Health Benefits</td>
<td>35,574</td>
<td>35,434</td>
<td>36,938</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
</tr>
<tr>
<td>FICA</td>
<td>8,442</td>
<td>8,442</td>
<td>8,785</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>420</td>
<td>420</td>
<td>420</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>59,003</strong></td>
<td><strong>54,482</strong></td>
<td><strong>67,018</strong></td>
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</table>

**TOTAL 27TH PAY COST**

<p>| | | | |</p>
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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td><strong>3.00</strong></td>
<td><strong>174,475</strong></td>
<td><strong>3.00</strong></td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
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 '13 - '14 GOAL & OBJECTIVE:**

5 TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

- To increase the number of government agencies and non-profit organizations that offer community work service opportunities to non-violent offenders by 10%.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>324,678</td>
<td>321,971</td>
<td>316,396</td>
<td>331,379</td>
<td>331,379</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,803</td>
<td>10,139</td>
<td>6,552</td>
<td>6,702</td>
<td>6,702</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>2,425</td>
<td>2,695</td>
<td>2,750</td>
<td>3,150</td>
<td>3,150</td>
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<td>344</td>
<td>330</td>
<td>415</td>
<td>415</td>
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<td>GRAND TOTAL</td>
<td>332,197</td>
<td>335,149</td>
<td>326,028</td>
<td>341,646</td>
<td>341,646</td>
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</table>

**FUNDING SOURCE:**

| 11 GENERAL         | 332,197       | 335,149       | 326,028               | 341,646                  | 341,646       |
The $15,618 net increase in funding for Judicial - Community Work Service is the result of:

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<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>233,981</td>
<td>228,794</td>
<td>(5,187) Full Time Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(5,187) Staff Turnover (2.22%)</td>
</tr>
<tr>
<td>9,194</td>
<td>9,194</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>45,834</td>
<td>47,219</td>
<td>1,385 Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>17,443</td>
<td>22,879</td>
<td>5,436 Pension/Retirement rate adjustments per Treasury’s estimates</td>
</tr>
<tr>
<td>17,900</td>
<td>17,503</td>
<td>(397) FICA adjustments</td>
</tr>
<tr>
<td>3,450</td>
<td>4,000</td>
<td>550 Line items significantly adjusted, based on actual expense history:</td>
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<table>
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<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<td>1,000</td>
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<td>100 Other Insurance</td>
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<td>200 General Office Supplies</td>
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<td>1,300</td>
<td>150 General Office Mailing</td>
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<tr>
<td>300</td>
<td>400</td>
<td>100 Mileage</td>
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<tr>
<td>3,450</td>
<td>4,000</td>
<td>550</td>
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### DIVISION STAFF SUMMARY

**DEPARTMENT:** JUDICIAL  
**DIVISION:** COMMUNITY WORK SERVICE  
**Index No.: 416000**

<table>
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<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
<td>37,850</td>
<td>1.00</td>
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<tr>
<td>Community Work Service Counselor</td>
<td>1.00</td>
<td>40,170</td>
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</tr>
<tr>
<td>Community Work Service Case Manager</td>
<td>2.00</td>
<td>91,748</td>
<td>3.00</td>
</tr>
<tr>
<td>Director, Community Work Svc Program</td>
<td>1.00</td>
<td>66,378</td>
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</tr>
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</table>

**SALARY TOTAL**  
5.00 $236,146  
5.00 $233,981  
5.00 $236,594

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Services</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>30,699</td>
<td>17,443</td>
<td>23,659</td>
</tr>
<tr>
<td>Workers’ Comp</td>
<td>472</td>
<td>538</td>
<td>544</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>57,095</td>
<td>45,834</td>
<td>47,219</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>18,065</td>
<td>17,900</td>
<td>18,099</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>700</td>
<td>700</td>
<td>700</td>
</tr>
</tbody>
</table>

**TOTAL OTHER PERSONAL SERVICES**  
107,031 $82,415  
94,785

**TOTAL 27TH PAY COST**  
10,959  
0

**TOTAL PERSONAL SERVICES**  
5.00 $354,136 *  
5.00 $316,396  
5.00 $331,379

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
ORIGIN/PURPOSE:
The role of the Social Worker is to develop, implement, and direct a program that will include evaluation / mediation for parties to domestic cases who have disputes over custody, visitation, and similar issues. Working directly with the parties in both individual and joint sessions, the Social Worker addresses issues that may arise such as mutual cooperation, child development, and child safety. The goal of the program is to assist parties in resolving their problems themselves instead of resorting to time consuming and unproductive court hearings. The Court also established a Facilitated Visitation Program. In cases where a claim is made that a parent has not seen a child for such a significant period that they are a stranger to the child, or there are allegations of sexual or physical abuse, the Social Worker is retained to supervise visitation. The facilitator files a report after each visit and assists the Court in the evaluation of the case.

Psychological / Psychiatric Evaluations: properly done evaluations which assist the Court in determining whether further psychological / psychiatric counseling is needed and greatly expedites any referral for such assistance.

Parenting Program: aimed at assisting single / divorced parents in understanding such areas as child development, the separation process, and the psychological aspects of divorce.

Home Studies: a qualified individual evaluates a home suitability or other physical aspects of the environment where a child will be and reports to the Court. In every case where services are needed, every attempt is made to have those services provided privately with the expense to be paid by either the parties or their medical insurance. Where this is not possible, the parties are assessed on a sliding scale basis and the monies paid into the County's General Fund.

FY '13 - '14 GOAL & OBJECTIVES:
6 TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES
   o To reduce the time from the filing of a case to the resolution of any custody or visitation dispute
   o To decrease the number of custody / visitation dispositions that require resolution by trial by

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
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<tr>
<td>10 PERSONAL SERVICES</td>
<td>397,303</td>
<td>409,035</td>
<td>383,803</td>
<td>385,837</td>
<td>385,837</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>166,663</td>
<td>166,566</td>
<td>170,240</td>
<td>175,500</td>
<td>175,500</td>
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<td>30 SUPPLIES &amp; MATERIALS</td>
<td>3,386</td>
<td>3,127</td>
<td>3,573</td>
<td>3,744</td>
<td>3,744</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,355</td>
<td>1,351</td>
<td>2,080</td>
<td>2,260</td>
<td>2,260</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>181</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>568,888</td>
<td>580,079</td>
<td>559,696</td>
<td>567,341</td>
<td>567,341</td>
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FUNDING SOURCE:

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<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>568,888</td>
<td>580,079</td>
<td>559,696</td>
<td>567,341</td>
<td>567,341</td>
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</tbody>
</table>
The $7,645 net increase in funding for Judicial - Family Court Services Division is the result of:

<table>
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<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>9,101</td>
<td>9,101</td>
<td>0</td>
</tr>
<tr>
<td>PEHP (Post Employment Health Plan)</td>
<td>4,564</td>
<td>4,564</td>
<td>0</td>
</tr>
<tr>
<td>Health Benefits are adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
<td>57,162</td>
<td>42,741</td>
<td>(14,421)</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>25,109</td>
<td>27,899</td>
<td>2,790</td>
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<td>Line items significantly adjusted, based on actual expense history:</td>
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<td>176,400</td>
<td>5,450</td>
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<table>
<thead>
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<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
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<td>3,000</td>
<td>3,100</td>
<td>100</td>
</tr>
<tr>
<td>Telephone Service</td>
<td>300</td>
<td>400</td>
<td>100</td>
</tr>
<tr>
<td>Other Professional Services - contract for evaluators/mediators</td>
<td>165,000</td>
<td>170,000</td>
<td>5,000</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>1,850</td>
<td>2,000</td>
<td>150</td>
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<tr>
<td>Membership Fees &amp; Dues</td>
<td>800</td>
<td>900</td>
<td>100</td>
</tr>
</tbody>
</table>

| Total                                                 | 170,950 | 176,400 | 5,450 |
# DIVISION STAFF SUMMARY

**DEPARTMENT:** JUDICIAL  
**DIVISION:** FAMILY COURT SERVICES DIVISION  
Index No. 417000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12 POSITIONS</th>
<th>ENACTED FY 13 POSITIONS</th>
<th>ENACTED FY 14 POSITIONS</th>
<th>ENACTED FY 12 SALARIES</th>
<th>ENACTED FY 13 SALARIES</th>
<th>ENACTED FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant II</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>54,269</td>
<td>54,269</td>
<td>56,453</td>
</tr>
<tr>
<td>Director, Family Court Services</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>99,840</td>
<td>99,840</td>
<td>101,985</td>
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<tr>
<td>Evaluator/Mediator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>70,668</td>
<td>70,668</td>
<td>73,515</td>
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<tr>
<td>Family Services Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>54,210</td>
<td>54,210</td>
<td>54,756</td>
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<td><strong>SALARY TOTAL</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>278,987</strong></td>
<td><strong>278,987</strong></td>
<td><strong>286,709</strong></td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Pension</th>
<th>Workers' Compensation</th>
<th>Health Benefits</th>
<th>PEHP</th>
<th>FICA</th>
<th>Miscellaneous</th>
<th><strong>TOTAL OTHER PERSONAL SERVICES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>36,268</td>
<td>25,109</td>
<td>28,671</td>
<td>642</td>
<td>659</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>558</td>
<td>642</td>
<td>659</td>
<td>0</td>
<td>0</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>62,612</td>
<td>57,162</td>
<td>42,741</td>
<td>0</td>
<td>0</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
<td>0</td>
<td>0</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
<tr>
<td>FICA</td>
<td>21,343</td>
<td>21,343</td>
<td>21,933</td>
<td>0</td>
<td>0</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>560</td>
<td>560</td>
<td>560</td>
<td>0</td>
<td>0</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>121,341</strong></td>
<td><strong>104,816</strong></td>
<td><strong>99,128</strong></td>
<td>0</td>
<td>0</td>
<td>42,741</td>
<td>4,564</td>
<td>21,343</td>
<td>560</td>
<td>121,341</td>
</tr>
</tbody>
</table>

**TOTAL 27TH PAY COST**

| Item                               | FY 12          | FY 13          | FY 14          | 12,946          | 0                     | 0               | 0               | 0                | 0|

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>4.00</th>
<th>4.00</th>
<th>4.00</th>
<th>4.00</th>
<th>4.00</th>
<th>4.00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary Total</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
</tr>
<tr>
<td><strong>Total Personal Services</strong></td>
<td><strong>4.00</strong></td>
<td><strong>413,274</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>383,803</strong></td>
<td><strong>4.00</strong></td>
<td><strong>385,837</strong></td>
<td><strong>4.00</strong></td>
<td><strong>385,837</strong></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Court Services</td>
<td>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.</td>
<td>$442,115</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>CASA</td>
<td>This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.</td>
<td>$63,608 $18,000 $30,000</td>
<td>7/1/13-6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Access/Visitation Program</td>
<td>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.</td>
<td>$137,200</td>
<td>2/2014-1/2015</td>
<td>Recurring</td>
</tr>
<tr>
<td>TOTALS</td>
<td></td>
<td>$642,923 $18,000 $30,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</td>
<td></td>
<td>$660,923</td>
<td></td>
<td></td>
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</tbody>
</table>
OFFICE OF STATE’S ATTORNEY

Citizens

State’s Attorney

Office of State’s Attorney
Family Justice Center
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:


FY '13 - '14 KEY GOALS:

1 TO PROVIDE THE COMMUNITY WITH A QUICK AND EFFECTIVE WAY TO RECOVER LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM, AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM

2 TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND/OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS/HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS
### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>77,512</td>
<td>66,089</td>
<td>80,333</td>
<td>51,109</td>
<td>51,109</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>40,936</td>
<td>49,957</td>
<td>46,250</td>
<td>49,550</td>
<td>49,550</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>41,495</td>
<td>40,716</td>
<td>36,000</td>
<td>42,175</td>
<td>42,175</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>1,452</td>
<td>1,756</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>456,227</td>
<td>417,448</td>
<td>447,285</td>
<td>441,443</td>
<td>441,443</td>
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<tr>
<td>80 INTERGOVERNMENTAL</td>
<td>366</td>
<td>230</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>5,417,976</strong></td>
<td><strong>5,694,863</strong></td>
<td><strong>5,464,716</strong></td>
<td><strong>5,722,949</strong></td>
<td><strong>5,722,949</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td><strong>5,417,976</strong></td>
<td><strong>5,694,863</strong></td>
<td><strong>5,464,716</strong></td>
<td><strong>5,722,949</strong></td>
<td><strong>5,722,949</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>5,417,976</strong></td>
<td><strong>5,694,863</strong></td>
<td><strong>5,464,716</strong></td>
<td><strong>5,722,949</strong></td>
<td><strong>5,722,949</strong></td>
</tr>
</tbody>
</table>

### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>431000 OFFICE OF THE STATE'S ATTORNEY</td>
<td>5,148,888</td>
<td>5,425,821</td>
<td>5,206,824</td>
<td>5,452,470</td>
<td>5,452,470</td>
</tr>
<tr>
<td>432000 FAMILY JUSTICE CENTER</td>
<td>269,088</td>
<td>269,042</td>
<td>257,892</td>
<td>270,479</td>
<td>270,479</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>5,417,976</strong></td>
<td><strong>5,694,863</strong></td>
<td><strong>5,464,716</strong></td>
<td><strong>5,722,949</strong></td>
<td><strong>5,722,949</strong></td>
</tr>
</tbody>
</table>

### SUMMARY OF GRANT BUDGETS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>441,443</strong></td>
</tr>
</tbody>
</table>
## FINANCIAL NOTES:

The $258,233 net increase in funding for State's Attorney is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,578,788</td>
<td>3,511,144</td>
<td>(67,644) Full Time Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(146,019) Staff Turnover (4.08%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>78,375 Salary Adjustments based on recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(67,644)</td>
</tr>
<tr>
<td>149,673</td>
<td>149,673</td>
<td>Position created/abolished from the division of The Office of State's Attorney:</td>
</tr>
<tr>
<td>1.00</td>
<td>52,800</td>
<td>15,087 67,887</td>
</tr>
<tr>
<td>1.00</td>
<td>52,800</td>
<td>28,986 81,786</td>
</tr>
<tr>
<td>2.00</td>
<td>105,600</td>
<td>44,073 149,673</td>
</tr>
<tr>
<td>112,089</td>
<td>112,089</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>73,018</td>
<td>73,018</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>669,059</td>
<td>660,061</td>
<td>(8,998) Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>315,553</td>
<td>343,851</td>
<td>28,298 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>10,940</td>
<td>10,799</td>
<td>(141) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>272,028</td>
<td>269,557</td>
<td>(2,471) FICA adjustment</td>
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</table>
**FINANCIAL NOTES:**

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Telephone Service</td>
<td>5,300</td>
<td>4,500</td>
<td>(800)</td>
</tr>
<tr>
<td>Legal Services</td>
<td>31,000</td>
<td>30,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>12,400</td>
<td>12,700</td>
<td>300</td>
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<tr>
<td>Duplicating Machine Supplies</td>
<td>7,000</td>
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<td>200</td>
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<tr>
<td>Delivery Charges</td>
<td>300</td>
<td>800</td>
<td>500</td>
</tr>
<tr>
<td>General Office Mailing</td>
<td>8,700</td>
<td>9,500</td>
<td>800</td>
</tr>
<tr>
<td>Computer Supplies</td>
<td>11,500</td>
<td>13,000</td>
<td>1,500</td>
</tr>
<tr>
<td>County Owned Vehicles</td>
<td>5,300</td>
<td>5,000</td>
<td>(300)</td>
</tr>
<tr>
<td>Mileage</td>
<td>1,200</td>
<td>1,600</td>
<td>400</td>
</tr>
<tr>
<td>Transportation Costs</td>
<td>1,900</td>
<td>2,400</td>
<td>500</td>
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<tr>
<td>Meals</td>
<td>1,500</td>
<td>2,000</td>
<td>500</td>
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<tr>
<td>Lodging</td>
<td>4,900</td>
<td>5,200</td>
<td>300</td>
</tr>
<tr>
<td>Professional Books &amp; Periodicals</td>
<td>10,000</td>
<td>12,900</td>
<td>2,900</td>
</tr>
<tr>
<td>Membership Fees &amp; Dues</td>
<td>6,225</td>
<td>6,600</td>
<td>375</td>
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<tr>
<td>Training Seminars, Courses &amp; Meetings</td>
<td>2,500</td>
<td>4,000</td>
<td>1,500</td>
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</table>

**Line items significantly adjusted, based on actual expense history:**

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>109,725</td>
<td>117,400</td>
<td>7,675</td>
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</table>

Data Processing Software—Maintenance funds for Lexis/Nexis and Case Management Programs reallocated to Information and Communication Technology for consolidation of hardware/software.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,600</td>
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<td>(27,600)</td>
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</table>

County Match/Transfers Out

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>447,285</td>
<td>441,443</td>
<td>(5,842)</td>
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</table>

Child Support Division

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>426,332</td>
<td>441,443</td>
<td>15,111</td>
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</table>

Circuit Court Victims Services Grant ends 6/30/2013

<table>
<thead>
<tr>
<th>FY 13</th>
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<th>Change</th>
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<tbody>
<tr>
<td>20,953</td>
<td>0</td>
<td>(20,953)</td>
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## DEPARTMENT STAFF SUMMARY

**DEPARTMENT:** STATE'S ATTORNEY

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator, State's Attorney Office</td>
<td>1.00</td>
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<td>1.00</td>
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<tr>
<td>Assistant State's Attorney I</td>
<td>3.00</td>
<td>3.00</td>
<td>8.00</td>
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<tr>
<td>Assistant State's Attorney II</td>
<td>9.00</td>
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<td>6.00</td>
</tr>
<tr>
<td>Assistant State's Attorney III</td>
<td>11.00</td>
<td>10.00</td>
<td>11.00</td>
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<tr>
<td>Deputy State's Attorney</td>
<td>2.00</td>
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<tr>
<td>Legal Assistant I</td>
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<td>1.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Legal Assistant II</td>
<td>8.00</td>
<td>9.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Legal Assistant III</td>
<td>2.00</td>
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<td>2.00</td>
</tr>
<tr>
<td>Legal Clerk</td>
<td>5.00</td>
<td>4.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Legal Specialist I</td>
<td>1.00</td>
<td>3.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Legal Specialist II</td>
<td>11.00</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Senior Trial Assistant</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>State's Attorney</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>TOTAL FULL TIME SALARIES</strong></td>
<td>57.00</td>
<td>57.00</td>
<td>59.00</td>
</tr>
<tr>
<td><strong>SALARY OFFSET</strong></td>
<td>(52,589)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>57.00</td>
<td>57.00</td>
<td>59.00</td>
</tr>
<tr>
<td><strong>OTHER PERSONAL SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>452,672</td>
<td>315,553</td>
<td>363,786</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>9,422</td>
<td>10,940</td>
<td>11,263</td>
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<tr>
<td>Health Benefits</td>
<td>723,943</td>
<td>669,059</td>
<td>684,972</td>
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<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>73,018</td>
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<tr>
<td>FICA</td>
<td>269,359</td>
<td>272,028</td>
<td>283,468</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>7,980</td>
<td>7,980</td>
<td>8,260</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>1,463,376</td>
<td>1,275,560</td>
<td>1,424,767</td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>162,473</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>57.00</td>
<td>57.00</td>
<td>59.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
The State's Attorney, created by the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This office presents certain criminal cases to the Grand Jury, acts as the jury's legal advisor, and provides prosecutors for the Circuit, District, and Juvenile Courts. The office participates in Harford County School programs and also provides basic training to the County Sheriff's Academy and in-service training programs for various law enforcement agencies.

The office holds membership in the Harford County Narcotics Task Force. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

**FY '13 - '14 GOAL:**

1. To provide the community with a quick and effective way to recover their losses from bad checks, to divert potential defendants into a counseling program to avoid repeat offenses and concentrate prosecution efforts on those offenders who refuse to cooperate with the program, and to lessen the burden on the court system while producing a successful result for the victim.

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Summary by Character:</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>4,548,548</td>
<td>4,870,045</td>
<td>4,617,894</td>
<td>4,889,503</td>
<td>4,889,503</td>
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<td>71,912</td>
<td>60,192</td>
<td>74,115</td>
<td>44,949</td>
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<td>SUPPLIES &amp; MATERIALS</td>
<td>29,831</td>
<td>37,391</td>
<td>32,300</td>
<td>35,400</td>
<td>35,400</td>
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<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>40,552</td>
<td>38,832</td>
<td>34,730</td>
<td>40,675</td>
<td>40,675</td>
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<tr>
<td>CAPITAL OUTLAY</td>
<td>1,452</td>
<td>1,683</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>MISCELLANEOUS</td>
<td>456,227</td>
<td>417,448</td>
<td>447,285</td>
<td>441,443</td>
<td>441,443</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL</td>
<td>366</td>
<td>230</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

|                      | 5,148,888   | 5,425,821    | 5,206,824            | 5,452,470               | 5,452,470    |

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>5,148,888</td>
<td>5,425,821</td>
<td>5,206,824</td>
<td>5,452,470</td>
<td>5,452,470</td>
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</table>
**FINANCIAL NOTES:**

The $245,646 net increase in funding for State’s Attorney’s Office - Office of State’s Attorney is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,415,718</td>
<td>3,337,895</td>
<td>(77,823) Full Time Salaries</td>
</tr>
<tr>
<td>(152,493) Staff Turnover</td>
<td>(4.46%) Salary Adjustments based on recommendations of the Department of Human Resources</td>
<td></td>
</tr>
<tr>
<td>74,670</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(77,823)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>149,673</td>
<td>149,673</td>
<td>Positions created due to large increase in number of cases:</td>
</tr>
<tr>
<td># of positions</td>
<td>Salary</td>
<td>Fringes</td>
</tr>
<tr>
<td>1.00</td>
<td>52,800</td>
<td>15,087</td>
</tr>
<tr>
<td>1.00</td>
<td>52,800</td>
<td>28,986</td>
</tr>
<tr>
<td>2.00</td>
<td>105,600</td>
<td>44,073</td>
</tr>
<tr>
<td>Assistant State's Attorney I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>109,752</td>
<td>109,752</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>63,891</td>
<td>63,891</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>300,877</td>
<td>326,526</td>
<td>25,649 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>623,761</td>
<td>627,642</td>
<td>3,881 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
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<tr>
<td>10,565</td>
<td>10,400</td>
<td>(165) Workers' Compensation rate adjustments per Treasury's estimates</td>
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<tr>
<td>259,553</td>
<td>256,304</td>
<td>(3,249) FICA adjustment</td>
</tr>
<tr>
<td>27,600</td>
<td>0</td>
<td>(27,600) Data Processing Software-Maintenance funds for Lexis/Nexis and Case Management Programs reallocated to Information and Communication Technology for consolidation of hardware/software</td>
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## Financial Notes:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>92,855</td>
<td>100,200</td>
<td>7,345</td>
</tr>
</tbody>
</table>

Line items significantly adjusted, based on actual expense history:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>3,300</td>
<td>2,600</td>
<td>(700)</td>
</tr>
<tr>
<td>31,000</td>
<td>30,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>7,300</td>
<td>7,700</td>
<td>400</td>
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<td>5,000</td>
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<td>500</td>
<td>500</td>
</tr>
<tr>
<td>7,000</td>
<td>7,800</td>
<td>800</td>
</tr>
<tr>
<td>7,000</td>
<td>8,000</td>
<td>1,000</td>
</tr>
<tr>
<td>5,300</td>
<td>5,000</td>
<td>(300)</td>
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<tr>
<td>1,200</td>
<td>1,600</td>
<td>400</td>
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<tr>
<td>1,900</td>
<td>2,400</td>
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<td>500</td>
</tr>
<tr>
<td>4,900</td>
<td>5,200</td>
<td>300</td>
</tr>
<tr>
<td>9,600</td>
<td>12,500</td>
<td>2,900</td>
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<tr>
<td>5,355</td>
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<td>145</td>
</tr>
<tr>
<td>2,500</td>
<td>4,000</td>
<td>1,500</td>
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</table>

Total: 92,855 100,200 7,345

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>447,285</td>
<td>441,443</td>
<td>(5,842)</td>
</tr>
</tbody>
</table>

(5,842) County Match/Transfers Out

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>426,332</td>
<td>441,443</td>
<td>15,111</td>
</tr>
<tr>
<td>20,953</td>
<td>0</td>
<td>(20,953)</td>
</tr>
</tbody>
</table>

Total: 447,285 441,443 (5,842)

827
## Division Staff Summary

**Department:** State's Attorney  
**Division:** Office of State's Attorney  
**Index No.:** 431000

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator, State's Attorney Office</td>
<td>1.00</td>
<td>90,598</td>
<td>1.00</td>
<td>90,598</td>
<td>1.00</td>
<td>95,000</td>
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<td>3.00</td>
<td>158,400</td>
<td>3.00</td>
<td>163,300</td>
<td>8.00</td>
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<td>Assistant State's Attorney II</td>
<td>9.00</td>
<td>592,725</td>
<td>10.00</td>
<td>655,189</td>
<td>6.00</td>
<td>411,864</td>
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<td>11.00</td>
<td>977,466</td>
<td>10.00</td>
<td>959,840</td>
<td>11.00</td>
<td>981,170 B</td>
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<td>Deputy State's Attorney</td>
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<td>227,395</td>
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<td>236,491</td>
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<td>120,570</td>
<td>2.00</td>
<td>120,570</td>
<td>2.00</td>
<td>127,804</td>
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<td>Legal Clerk</td>
<td>4.00</td>
<td>114,591</td>
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<td>82,500</td>
<td>2.00</td>
<td>56,100 D</td>
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<td>Legal Specialist I</td>
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<td>40,107</td>
<td>3.00</td>
<td>114,707</td>
<td>4.00</td>
<td>152,557 E</td>
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<tr>
<td>Legal Specialist II</td>
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<td>383,600</td>
<td>7.00</td>
<td>325,552</td>
<td>7.00</td>
<td>339,770</td>
</tr>
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<td>Senior Trial Assistant</td>
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<td>121,109</td>
<td>1.00</td>
<td>100,000</td>
<td>1.00</td>
<td>104,000</td>
</tr>
<tr>
<td>State's Attorney</td>
<td>1.00</td>
<td>108,559</td>
<td>1.00</td>
<td>110,127</td>
<td>1.00</td>
<td>112,044</td>
</tr>
</tbody>
</table>

**Total Full Time Salaries:**  
- FY 12: 3,390,186  
- FY 13: 3,415,718  
- FY 14: 3,538,173

**Salary Offset:** -52,589  
**Salary Total:** 3,337,597  
**Total Personal Services:** 3,538,173

**Other Personal Services:**  
- Pension & Retirement: 431,473  
- Workers' Compensation: 9,096  
- Health Benefits: 678,652  
- PEHP: 0  
- FICA: 256,884  
- Miscellaneous: 7,420

**Total Other Personal Services:** 1,383,525  
**Total 27th Pay Cost:** 1,202,176  
**Total Personal Services:** 4,889,503

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*

- **A:** Three (3) Assistant State's Attorney III positions filled as Assistant State's Attorney I - #0568, 1867, 0570 and created two (2) Assistant State's Attorney I positions #3626, 3668
- **B:** Four (4) Assistant State's Attorney II upgraded to Assistant State's Attorney III - #0548, 3279, 3486, 3224
- **C:** One (1) Legal Assistant I position upgraded to Legal Assistant II - #3223
- **D:** One (1) vacant Legal Specialist I position filled as a Legal Clerk - #2819
- **E:** Two (2) Legal Clerk positions upgraded to Legal Specialist I - #0550, 0554

828
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$469</td>
<td>$235</td>
<td>$249</td>
<td>$249</td>
<td>$249</td>
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<tr>
<td>Number of staff hours</td>
<td>22</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of restitution recovered</td>
<td>$53,936</td>
<td>$24,182</td>
<td>$18,921</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of restitution recovered per dollar spent</td>
<td>$115.00</td>
<td>$102.90</td>
<td>$75.99</td>
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<td>$60.24</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of clients satisfied with services</td>
<td>90%</td>
<td>91%</td>
<td>91%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of bad checks recovered without court intervention</td>
<td>20%</td>
<td>24%</td>
<td>24%</td>
<td>25%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
The Bad Check Program is designed to target defendants who have written bad checks to local merchants and recover restitution owed, while at the same time providing counseling services to these offenders. The benefit to the Court system is a reduction in cases processed that require court time and resources.
OFFICE OF THE STATE'S ATTORNEY

NUMBER OF CRIMINAL CASES FILED

NUMBER OF CASES

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Circuit Court</th>
<th>District Court</th>
<th>Juvenile Court</th>
</tr>
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<tr>
<td>2010</td>
<td>2,067</td>
<td>396</td>
<td>419</td>
</tr>
<tr>
<td>2011</td>
<td>2,066</td>
<td>419</td>
<td>382</td>
</tr>
<tr>
<td>2012</td>
<td>2,126</td>
<td></td>
<td>382</td>
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</tbody>
</table>

CALENDAR YEAR
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 '13 - '14 GOAL:

2 TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND/OR EXPLOITATION WHILE MINIMIZING THE Trauma TO THE Child AND TO PROVIDE SERVICES AND RESOURCES TO THE ABused Child AND HIS/HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>251,440</td>
<td>248,622</td>
<td>236,454</td>
<td>248,669</td>
<td>248,669</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>5,600</td>
<td>5,897</td>
<td>6,218</td>
<td>6,160</td>
<td>6,160</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
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<td>12,566</td>
<td>13,950</td>
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<td>14,150</td>
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<td>40 BUSINESS &amp; TRAVEL</td>
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<td>1,884</td>
<td>1,270</td>
<td>1,500</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>0</td>
<td>73</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>269,088</td>
<td>269,042</td>
<td>257,892</td>
<td>270,479</td>
<td>270,479</td>
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FUNDING SOURCE:

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<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>269,088</td>
<td>269,042</td>
<td>257,892</td>
<td>270,479</td>
<td>270,479</td>
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</table>

831
The $12,587 net increase in funding for State's Attorney's Office - Family Justice Center is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>163,070</td>
<td>173,249</td>
<td>10,179</td>
</tr>
<tr>
<td>6,474</td>
<td>3,705</td>
<td>2,649</td>
</tr>
<tr>
<td>2,337</td>
<td>9,127</td>
<td>6,790</td>
</tr>
<tr>
<td>14,676</td>
<td>17,325</td>
<td>2,649</td>
</tr>
<tr>
<td>45,298</td>
<td>32,419</td>
<td>(12,879)</td>
</tr>
<tr>
<td>12,475</td>
<td>13,253</td>
<td>778</td>
</tr>
<tr>
<td>14,470</td>
<td>14,800</td>
<td>330</td>
</tr>
</tbody>
</table>

- Full Time Salaries: $10,179
- Staff Turnover: 3.97%
- Salary Adjustments based on the recommendations of the Department of Human Resources: $10,179
- FY 13 Merit increase of 4% for eligible staff: $2,337
- PEHP (Post Employment Health Plan): $9,127
- Pension/Retirement rate adjustments per Treasury's estimates: $2,649
- (12,879) Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage
- FICA adjustment: $778
- Line items significantly adjusted, based on actual expense history:
<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,000</td>
<td>1,900</td>
<td>(100)</td>
</tr>
<tr>
<td>5,100</td>
<td>5,000</td>
<td>(100)</td>
</tr>
<tr>
<td>2,000</td>
<td>1,800</td>
<td>(200)</td>
</tr>
<tr>
<td>4,500</td>
<td>5,000</td>
<td>500</td>
</tr>
<tr>
<td>870</td>
<td>1,100</td>
<td>230</td>
</tr>
<tr>
<td>14,470</td>
<td>14,800</td>
<td>330</td>
</tr>
</tbody>
</table>

Telephone Service
General Office Supplies
Duplicating Machine Supplies
Computer Supplies
Membership Fees & Dues
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Clerk</td>
<td>1.00</td>
<td>30,826</td>
<td>1.00</td>
<td>30,826</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Legal Specialist I</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>37,300</td>
</tr>
<tr>
<td>Legal Specialist II</td>
<td>3.00</td>
<td>132,244</td>
<td>3.00</td>
<td>132,244</td>
<td>3.00</td>
<td>137,932</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td><strong>4.00</strong></td>
<td><strong>163,070</strong></td>
<td><strong>4.00</strong></td>
<td><strong>163,070</strong></td>
<td><strong>4.00</strong></td>
<td><strong>175,232</strong></td>
</tr>
</tbody>
</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>21,199</td>
<td>14,676</td>
<td>17,523</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>326</td>
<td>375</td>
<td>403</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>45,291</td>
<td>45,298</td>
<td>32,419</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>9,127</td>
</tr>
<tr>
<td>FICA</td>
<td>12,475</td>
<td>12,475</td>
<td>13,405</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>560</td>
<td>560</td>
<td>560</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>79,851</strong></td>
<td><strong>73,384</strong></td>
<td><strong>73,437</strong></td>
</tr>
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</table>

**TOTAL 27TH PAY COST**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,567</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>250,488 *</td>
<td>236,454</td>
<td>248,669</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - (1) vacant Legal Clerk filled as a Legal Specialist I - #3507
**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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$189,509</td>
<td>$180,908</td>
<td>$193,299</td>
<td>$197,165</td>
<td>$197,165</td>
</tr>
<tr>
<td>Number of staff</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of investigations referred to the Child Advocacy Center</td>
<td>494*</td>
<td>581</td>
<td>668</td>
<td>675</td>
<td>690</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount spent per investigation</td>
<td>$383.62</td>
<td>$311.37</td>
<td>$289.37</td>
<td>$292.10</td>
<td>$285.75</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of families served by the Child Advocacy Center that are satisfied by the services</td>
<td>87%</td>
<td>88%</td>
<td>89%</td>
<td>89%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of investigations resulting in timely closure</td>
<td>93%</td>
<td>93%</td>
<td>93%</td>
<td>94%</td>
<td>94%</td>
</tr>
</tbody>
</table>

**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.
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
OFFICE OF STATE'S ATTORNEY

% of Anticipated Grant Dollars by Funder

- Federal: 92%
- State: 8%

Anticipated Grant Award Dollars

- $738,034 (Federal)
- $67,588 (State)

$805,622*

# of Anticipated Grant Awards: 3

- Federal: 1
- State: 2

Requested County Match: $441,443

*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. Anticipated State funding will provide for a Legal Specialist in the Victim/Witness Unit providing information, services and court accompaniment to victim and witnesses for jury and appeal cases being prosecuted in the Circuit Court for Harford County. Anticipated State funds will also provide access/visitation services to non-custodial parents.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative Agreement</td>
<td>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.</td>
<td>$738,034</td>
<td>$429,710</td>
<td>10/1/13 - 9/30/14</td>
</tr>
<tr>
<td>Access/Visitation Program</td>
<td>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.</td>
<td>$32,388</td>
<td></td>
<td>2/1/14 - 1/31/15</td>
</tr>
<tr>
<td>Circuit Court Victims</td>
<td>To fund a Legal Specialist in the Victim/Witness Unit to provide information, services and court accompaniment to victim and witnesses in prayer for jury and appeal cases being prosecuted in the Circuit Court for Harford County.</td>
<td>$35,200</td>
<td>$11,733</td>
<td>7/1/13 - 6/30/14</td>
</tr>
<tr>
<td>TOTALS</td>
<td></td>
<td>$738,034 $67,588 $441,443</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</td>
<td></td>
<td>$805,622</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
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 ’13 - ’14 KEY GOAL:
1 TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUMMARY BY CHARACTER:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>194,591</td>
<td>227,809</td>
<td>206,442</td>
<td>217,817</td>
<td>217,817</td>
</tr>
<tr>
<td>20</td>
<td>CONTRACTUAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>767,972</td>
<td>533,823</td>
<td>612,770</td>
<td>653,720</td>
<td>653,720</td>
</tr>
<tr>
<td>30</td>
<td>SUPPLIES &amp; MATERIALS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>124,221</td>
<td>114,212</td>
<td>465,680</td>
<td>481,730</td>
<td>481,730</td>
</tr>
<tr>
<td>40</td>
<td>BUSINESS &amp; TRAVEL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>32,993</td>
<td>24,733</td>
<td>32,180</td>
<td>33,480</td>
<td>33,480</td>
</tr>
<tr>
<td>50</td>
<td>CAPITAL OUTLAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,423</td>
<td>0</td>
<td>24,000</td>
<td>24,000</td>
<td>24,000</td>
</tr>
<tr>
<td>70</td>
<td>MISCELLANEOUS</td>
<td></td>
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<tr>
<td></td>
<td>582,200</td>
<td>540,328</td>
<td>599,600</td>
<td>599,600</td>
<td>599,600</td>
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<tr>
<td>80</td>
<td>INTER-GOV’T / INTER-FUND EXPENSES</td>
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<tr>
<td></td>
<td>862</td>
<td>1,224</td>
<td>1,500</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,706,262</td>
<td>1,442,129</td>
<td>1,942,172</td>
<td>2,012,347</td>
<td>2,012,347</td>
</tr>
<tr>
<td>SUMMARY BY FUND:</td>
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<tr>
<td>11</td>
<td>GENERAL</td>
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</tr>
<tr>
<td></td>
<td>1,706,262</td>
<td>1,442,129</td>
<td>1,942,172</td>
<td>2,012,347</td>
<td>2,012,347</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,706,262</td>
<td>1,442,129</td>
<td>1,942,172</td>
<td>2,012,347</td>
<td>2,012,347</td>
</tr>
<tr>
<td>SUMMARY BY DIVISION:</td>
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<tr>
<td>481000</td>
<td>HARFORD COUNTY BOARD OF ELECTIONS</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>893,970</td>
<td>932,623</td>
<td>1,307,872</td>
<td>1,304,247</td>
<td>1,304,247</td>
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<tr>
<td>482000</td>
<td>ELECTION EXPENSE</td>
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<td></td>
<td>812,292</td>
<td>509,506</td>
<td>634,300</td>
<td>708,100</td>
<td>708,100</td>
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<tr>
<td>GRAND TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,706,262</td>
<td>1,442,129</td>
<td>1,942,172</td>
<td>2,012,347</td>
<td>2,012,347</td>
</tr>
</tbody>
</table>
The $70,175 net increase in funding for Elections is the result of:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Salaries - decrease based on estimated funding requirements for FY 14</td>
<td>174,970</td>
<td>174,660</td>
<td>(310)</td>
</tr>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>4,405</td>
<td>4,405</td>
<td></td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>10,740</td>
<td>13,334</td>
<td>2,594</td>
</tr>
<tr>
<td>Overtime - increase based on estimated funding requirements for FY 14</td>
<td>6,825</td>
<td>11,200</td>
<td>4,375</td>
</tr>
<tr>
<td>FICA adjustments</td>
<td>13,907</td>
<td>14,218</td>
<td>311</td>
</tr>
<tr>
<td>Management Services - County's share for implementation of Statewide Voting System</td>
<td>260,000</td>
<td>240,000</td>
<td>(20,000)</td>
</tr>
<tr>
<td>General Office Supplies - polling places supplies, ballot transit boxes, etc. increase due to additional Early Voting sites</td>
<td>16,500</td>
<td>17,500</td>
<td>1,000</td>
</tr>
<tr>
<td>Election Officials - Election Day judges, training and increase from one to three Early Voting sites</td>
<td>300,880</td>
<td>360,000</td>
<td>59,120</td>
</tr>
<tr>
<td>Other Professional Services - ADA (ramp install), YMCA phone usage, League of Women Voters' poll surveys, and increase for voting equipment (signs, bins, etc) delivery for two additional Early Voting sites</td>
<td>2,120</td>
<td>3,400</td>
<td>1,280</td>
</tr>
<tr>
<td>Printing - Commercial - increase based on actual expense history and for judges manuals</td>
<td>57,250</td>
<td>64,500</td>
<td>7,250</td>
</tr>
<tr>
<td>General Office Mailings - increase based on actual expense history, and increase in postage rates and voter registration</td>
<td>58,200</td>
<td>66,000</td>
<td>7,800</td>
</tr>
<tr>
<td>Mileage - increase based on actual expense history and additional Early Voting sites</td>
<td>12,000</td>
<td>12,800</td>
<td>800</td>
</tr>
<tr>
<td>Fleet Daily Carpool Rentals - use of vans for equipment deliveries increases for three Early Voting sites</td>
<td>1,500</td>
<td>2,000</td>
<td>500</td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>7,930</td>
<td>8,980</td>
<td>1,050</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Notice</td>
<td>1,000</td>
<td></td>
<td>550</td>
</tr>
<tr>
<td>Meals</td>
<td>7,980</td>
<td>7,980</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td>7,930</td>
<td>8,980</td>
<td>1,050</td>
</tr>
</tbody>
</table>
ORIGIN/PURPOSE:

The Harford County Board of Elections index contains funds covering voter education, voter registration (which includes registration, names/address updates, and deletions), and the day-to-day expenses of the office.

FY '13 - '14 GOAL:

1 TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>194,589</td>
<td>227,809</td>
<td>206,442</td>
<td>217,817</td>
<td>217,817</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>61,761</td>
<td>80,016</td>
<td>63,320</td>
<td>43,320</td>
<td>43,320</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>23,387</td>
<td>61,907</td>
<td>384,730</td>
<td>389,730</td>
<td>389,730</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>28,610</td>
<td>22,563</td>
<td>29,780</td>
<td>29,780</td>
<td>29,780</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>3,423</td>
<td>0</td>
<td>24,000</td>
<td>24,000</td>
<td>24,000</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>582,200</td>
<td>540,328</td>
<td>599,600</td>
<td>599,600</td>
<td>599,600</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>893,970</td>
<td>932,623</td>
<td>1,307,872</td>
<td>1,304,247</td>
<td>1,304,247</td>
</tr>
<tr>
<td>FUNDING SOURCE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 GENERAL</td>
<td>893,970</td>
<td>932,623</td>
<td>1,307,872</td>
<td>1,304,247</td>
<td>1,304,247</td>
</tr>
</tbody>
</table>
The ($3,625) net decrease in funding for Elections - Harford County Board of Elections is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,405</td>
<td>4,405</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>174,970</td>
<td>174,660</td>
<td>(310) Temporary Salaries - decrease based on estimated funding requirements for FY 14</td>
</tr>
<tr>
<td>10,740</td>
<td>13,334</td>
<td>2,594 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>6,825</td>
<td>11,200</td>
<td>4,375 Overtime - increase based on estimated funding requirements for FY 14</td>
</tr>
<tr>
<td>13,907</td>
<td>14,218</td>
<td>311 FICA adjustment</td>
</tr>
<tr>
<td>25,000</td>
<td>30,000</td>
<td>5,000 General Office Mailing - postage rate increase and additional voter registrations</td>
</tr>
<tr>
<td>20,000</td>
<td>0</td>
<td>(20,000) Management Services - based on actual expense history</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

DEPARTMENT: ELECTIONS  
DIVISION: HARFORD COUNTY BOARD OF ELECTIONS  
Index No. 481000

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSITION TITLE</td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>TEMPORARY SALARIES</td>
<td>176,636</td>
<td>174,970</td>
<td>178,404</td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>176,636</td>
<td>174,970</td>
<td>178,404</td>
</tr>
<tr>
<td>OTHER PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension</td>
<td>19,517</td>
<td>10,740</td>
<td>13,709</td>
</tr>
<tr>
<td>Overtime</td>
<td>5,437</td>
<td>6,825</td>
<td>11,200</td>
</tr>
<tr>
<td>FICA</td>
<td>13,930</td>
<td>13,907</td>
<td>14,504</td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>38,884</td>
<td>31,472</td>
<td>39,413</td>
</tr>
<tr>
<td>TOTAL 27TH PAY COST</td>
<td>7,045</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td>222,565</td>
<td>206,442</td>
<td>217,817</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
HARFORD COUNTY BOARD OF ELECTIONS
OBJECTIVES & PERFORMANCE MEASURES

Department Goal
To ensure that every eligible citizen is given the opportunity to register to vote.

Department Objective
To maintain or exceed a 99.9% accuracy rate for all voter registration transactions processed.

County Goal(s) Supported
III. Efficient County Government

---

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Dollars allocated</td>
<td>$718,118</td>
<td>$902,656</td>
<td>$1,236,695</td>
<td>$932,692</td>
<td>$971,739</td>
<td></td>
</tr>
<tr>
<td>Output: Number of registration transactions processed</td>
<td>52,500</td>
<td>75,725</td>
<td>68,500</td>
<td>76,000</td>
<td>127,572</td>
<td></td>
</tr>
<tr>
<td>Voting Age Population (18+)</td>
<td>182,167</td>
<td>184,416</td>
<td>184,702</td>
<td>184,988</td>
<td>*186,068</td>
<td>**159,576</td>
</tr>
<tr>
<td>Number of registered voters</td>
<td>149,053</td>
<td>150,834</td>
<td>153,088</td>
<td>156,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency: Cost per registered voter</td>
<td>$4.82</td>
<td>$5.98</td>
<td>$8.08</td>
<td>$5.98</td>
<td>$6.08</td>
<td></td>
</tr>
<tr>
<td>Cost per resident 18 years+</td>
<td>$3.94</td>
<td>$4.89</td>
<td>$6.70</td>
<td>$5.04</td>
<td>$5.22</td>
<td></td>
</tr>
<tr>
<td>Service Quality: Percentage of transactions processed correctly</td>
<td>99.9%</td>
<td>99.9%</td>
<td>99.9%</td>
<td>99.9%</td>
<td>99.9%</td>
<td></td>
</tr>
<tr>
<td>Outcome: Total number of new registrants</td>
<td>6,197</td>
<td>9,178</td>
<td>8,019</td>
<td>9,500</td>
<td>10,355</td>
<td></td>
</tr>
</tbody>
</table>

* Voting Age Population for 2014 based on 2010 Census figure
** 2014 Registration figure based on trending registration data

Explanation and Analysis of Performance Measures
Voter Registration includes data entry for new registrations, duplicate registrations, cancellations (active and inactive), party affiliation changes, address/name changes, confirmation mailings/responses, miscellaneous (inactivations, reactivations, reinstatements), as well as petition processing and verification, redistricting in conjunction with Harford County Planning & Zoning, multiple bulk mailings, municipal elections and precinct changes. Maintenance of office equipment and management and administration of operations systems software as required by State and Federal laws and regulations.

Major Related Plans and Policies
Help America Vote Act of 2002 (HAVA), Registration and Election Law of Maryland, HAVA State Plan, Code of Maryland, Election Assistance Commissions’ Best Practices Tool Kit, and all procedures as dictated by the State Board of Elections (SBE), Statewide mandated attendance at State Board of Elections Officials annual conference.
HARFORD COUNTY BOARD OF ELECTIONS
OBJECTIVES & PERFORMANCE MEASURES

Department Goal
To conduct fair and efficient elections for the citizens of Harford County

Department Objective
To maintain a 100% accuracy rate for opening precincts on time

County Goal(s) Supported
III. Efficient County Government

<table>
<thead>
<tr>
<th>Measure</th>
<th>No Elections</th>
<th>2010 Gubernatorial Election</th>
<th>2012 Presidential Primary One Election</th>
<th>2012 Presidential General One Election</th>
<th>2014 Gubernatorial Primary One Election</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td>Actual FY 2010</td>
<td>Actual FY 2011</td>
<td>Budget FY 2012</td>
<td>Budget FY 2013</td>
</tr>
<tr>
<td>Dollars allocated</td>
<td></td>
<td>$139,796</td>
<td>$873,238</td>
<td>$452,430</td>
<td>$634,300</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voter Turnout</td>
<td></td>
<td>N/A</td>
<td>95,133</td>
<td>28,680</td>
<td>124,800</td>
</tr>
<tr>
<td>Number of precinct locations (including Early Voting)</td>
<td>N/A</td>
<td>66</td>
<td>65</td>
<td>65</td>
<td>68</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per Voter</td>
<td></td>
<td>N/A</td>
<td>$9.18</td>
<td>$15.78</td>
<td>$5.08</td>
</tr>
<tr>
<td>Percentage of precincts opening on time</td>
<td></td>
<td>N/A</td>
<td>99.9%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of Turnout</td>
<td></td>
<td>N/A</td>
<td>63%</td>
<td>17%</td>
<td>80%</td>
</tr>
</tbody>
</table>

* Reflects cost of adding two Early Voting Centers
** Primary projection based on data trending of prior elections

Explanation and Analysis of Performance Measures
Conducting Elections (both during Election Day and Early Voting) includes hiring and training of temporary personnel; interviewing, hiring, training and placement of Elections Judges (including training materials and training of Municipal Election Judges), voter notifications, voter outreach, Logic & Accuracy testing of voting equipment, purchase of new equipment (where applicable), payment for private facilities used for polling locations, on-site polling location surveys and pre, actual and post management of polling locations, conduct post election absentee and provisional canvasses; post election audits as required by State and Federal laws and regulations.

Major Related Plans and Policies
Help America Vote Act of 2002 (HAVA), Registration and Election Law of Maryland, HAVA State Plan, Code of Maryland, Election Assistance Commissions' Best Practices Tool Kit, and all procedures as dictated by the State Board of Elections (SBE), Statewide mandated attendance at State Board of Election Officials annual conference.
HARFORD COUNTY BOARD OF ELECTIONS
REGISTERED VOTERS vs. TOTAL ELIGIBLE VOTERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Registered Voters</th>
<th>Eligible Voters</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>149,053</td>
<td>182,167</td>
</tr>
<tr>
<td>2011</td>
<td>150,834</td>
<td>184,416</td>
</tr>
<tr>
<td>2012</td>
<td>153,088</td>
<td>184,702</td>
</tr>
<tr>
<td>2013</td>
<td>156,000</td>
<td>184,988</td>
</tr>
<tr>
<td>2014*</td>
<td>159,576</td>
<td>186,068</td>
</tr>
</tbody>
</table>

*Projected
The Election Expense index reflects those fluctuating expenditures associated with election cycles. Direct election expenses are budgeted within this index. These expenses include: ballots and voter authority cards, absentee postage, funds for poll workers and precinct costs, and fees for mandatory State-sponsored meetings. Based on the type and number of elections in any given year, funds are made available by the County government to ensure successful results.

In addition, expenses include storage, maintenance, and preparation of the current voting equipment and the personnel to support these efforts.

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONNEL SERVICES</td>
<td>2 0 0 0 0</td>
<td>706,211 453,807 549,450 610,400 610,400</td>
<td>100,834 52,305 80,950 92,000 92,000</td>
<td>4,383 2,170 2,400 3,700 3,700</td>
<td>862 1,224 1,500 2,000 2,000</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>812,292 509,506 634,300 708,100 708,100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>812,292 509,506 634,300 708,100 708,100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>812,292 509,506 634,300 708,100 708,100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>80 INTER-GOV'T / INTER-FUND EXPENSES</td>
<td>812,292 509,506 634,300 708,100 708,100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SUMMARY BY CHARACTER:

<table>
<thead>
<tr>
<th>Character</th>
<th>General</th>
</tr>
</thead>
<tbody>
<tr>
<td>812,292</td>
<td>812,292</td>
</tr>
</tbody>
</table>
### FINANCIAL NOTES:

The $73,800 net increase in funding for Elections - Election Expense is the result of:

<table>
<thead>
<tr>
<th>Change Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>1,150</td>
<td>2,200</td>
<td>1,050</td>
</tr>
<tr>
<td><strong>Legal Notices</strong></td>
<td>450</td>
<td>1,000</td>
<td>550</td>
</tr>
<tr>
<td><strong>Meals</strong></td>
<td>700</td>
<td>1,200</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td><strong>1,150</strong></td>
<td><strong>2,200</strong></td>
<td><strong>1,050</strong></td>
</tr>
<tr>
<td>Election Officials - Election Day judges, training and increase to three Early Voting sites</td>
<td>300,880</td>
<td>360,000</td>
<td>59,120</td>
</tr>
<tr>
<td>Other Professional Services - ADA (ramp installation), YMCA phone usage, League of Women Voter poll survey, and increase in voting equipment delivery (signs, bins) for three Early Voting sites</td>
<td>2,120</td>
<td>3,400</td>
<td>1,280</td>
</tr>
<tr>
<td>General Office Supplies - increase due to three Early Voting sites</td>
<td>4,500</td>
<td>5,500</td>
<td>1,000</td>
</tr>
<tr>
<td>Printing - Commercial - increase based on actuals and for judges manuals</td>
<td>42,750</td>
<td>50,000</td>
<td>7,250</td>
</tr>
<tr>
<td>General Office Mailing - increase for postage rates and voter registration</td>
<td>33,200</td>
<td>36,000</td>
<td>2,800</td>
</tr>
<tr>
<td>Mileage - increase in mileage reimbursements due to three Early Voting sites</td>
<td>1,700</td>
<td>2,500</td>
<td>800</td>
</tr>
<tr>
<td>Fleet Daily Carpool Rentals - rental of vans increases for the additional Early Voting sites</td>
<td>1,500</td>
<td>2,000</td>
<td>500</td>
</tr>
</tbody>
</table>
(THIS PAGE IS LEFT BLANK INTENTIONALLY)
BOARD OF EDUCATION

State of Maryland

Board of Education

Harford County Public Schools

Harford County Government
ORIGIN/PURPOSE:

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

The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of:

- 33 Elementary Schools
- 9 Middle Schools
- 9 Comprehensive High Schools
- 1 Technical High School
- 1 John Archer public special education school serving students with disabilities
- 1 An Alternative Education Program

Total Number of Schools: 54

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 14 BOARD OF EDUCATION OPERATING FUNDING:

<table>
<thead>
<tr>
<th>Original</th>
<th>Approved</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>219,821,368</td>
<td>221,300,729</td>
</tr>
<tr>
<td>State</td>
<td>197,018,533</td>
<td>194,167,270</td>
</tr>
<tr>
<td>Federal</td>
<td>650,000</td>
<td>390,000</td>
</tr>
<tr>
<td>Other</td>
<td>2,478,606</td>
<td>3,279,272</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>7,800,000</td>
<td>5,600,000</td>
</tr>
<tr>
<td>Total Unrestricted Funds</td>
<td>427,768,507</td>
<td>424,737,271</td>
</tr>
<tr>
<td>State Restricted</td>
<td>7,842,311</td>
<td>8,710,344</td>
</tr>
<tr>
<td>Federal Restricted</td>
<td>18,576,346</td>
<td>17,791,918</td>
</tr>
<tr>
<td>Other Restricted</td>
<td>45,500</td>
<td>83,500</td>
</tr>
<tr>
<td>Total Restricted Funds</td>
<td>26,464,157</td>
<td>26,585,762</td>
</tr>
<tr>
<td>Total Funding</td>
<td>454,232,664</td>
<td>451,323,033</td>
</tr>
</tbody>
</table>

COUNTY FUNDING:

<table>
<thead>
<tr>
<th>Original</th>
<th>Approved</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13</td>
<td>219,821,368</td>
<td>221,300,729</td>
</tr>
<tr>
<td>FY 14</td>
<td>221,300,729</td>
<td>221,300,729</td>
</tr>
</tbody>
</table>

The FY 14 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 $212,339,142. Harford County funded $1,952,485 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 $1,479,361. Total State mandated contribution to teachers pension for FY 13 and FY 14 is $7,009,102.
### HARFORD COUNTY BOARD OF EDUCATION

#### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISCELLANEOUS</td>
<td>211,067,388</td>
<td>217,972,155</td>
<td>219,821,368</td>
<td>221,300,729</td>
<td>221,300,729</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>211,067,388</strong></td>
<td><strong>217,972,155</strong></td>
<td><strong>219,821,368</strong></td>
<td><strong>221,300,729</strong></td>
<td><strong>221,300,729</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>211,067,388</td>
<td>217,972,155</td>
<td>219,821,368</td>
<td>221,300,729</td>
<td>221,300,729</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>211,067,388</strong></td>
<td><strong>217,972,155</strong></td>
<td><strong>219,821,368</strong></td>
<td><strong>221,300,729</strong></td>
<td><strong>221,300,729</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBLIC SCHOOLS</td>
<td>211,067,388</td>
<td>217,972,155</td>
<td>219,821,368</td>
<td>221,300,729</td>
<td>221,300,729</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>211,067,388</strong></td>
<td><strong>217,972,155</strong></td>
<td><strong>219,821,368</strong></td>
<td><strong>221,300,729</strong></td>
<td><strong>221,300,729</strong></td>
</tr>
</tbody>
</table>
ORIGIN/PURPOSE:

Harford Community College, founded in 1957, is a comprehensive institution of higher education, addressing the diverse educational needs of Harford County and the surrounding area.

The College's mission provides transfer, career and developmental education programs and continuing education courses, per state statute. The College offers Associate of Arts, Associate of Science, Associate of Applied Science, and Associate in Applied Technical and Professional Studies degrees, as well as many certificate programs.

MISSION STATEMENT:

HARFORD COMMUNITY COLLEGE PROVIDES HIGH QUALITY, ACCESSIBLE AND AFFORDABLE EDUCATIONAL OPPORTUNITIES AND SERVICES - INCLUDING UNIVERSITY TRANSFER, CAREER, DEVELOPMENTAL AND CONTINUING EDUCATION PROGRAMS - THAT PROMOTE PROFESSIONAL COMPETENCE, ECONOMIC DEVELOPMENT, AND IMPROVE THE QUALITY OF LIFE IN A MULTICULTURAL COMMUNITY.

FY '13 - '14 KEY GOAL & OBJECTIVES

TO FULFILL THE MISSION AND VISION, HARFORD COMMUNITY COLLEGE IS COMMITTED TO DIVERSITY AND INTEGRITY, AND TO ACHIEVE INSTITUTIONAL OBJECTIVES AS IT BUILDS TRUST, RESPECT, AND CONFIDENCE AMONG AND BETWEEN TRUSTEES, COLLEAGUES, STUDENTS AND COMMUNITY MEMBERS.

- 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
### Summary by Character:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
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<td>14,961,612</td>
<td>14,961,612</td>
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<tr>
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### Summary by Fund:

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<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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### Summary by Division:

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<td>14,961,612</td>
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### Financial Notes:

No increase in funds are provided to Harford Community College for FY 14.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
<tr>
<td>14,961,612</td>
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No change in funding.
Harford Community College
Hays-Heighe House
MARYLAND SCHOOL FOR THE BLIND

State of Maryland

Maryland School for the Blind

Harford County Government
MARYLAND SCHOOL FOR THE BLIND

ORIGIN/PURPOSE:

In 1853, the Maryland Institution for the Instruction of the Blind first opened its doors in downtown Baltimore. In 1868 the institution's name was changed to the Maryland School for the Blind. In 1908 the school moved to its present location in the Northeast corner of Baltimore City.

The school prides itself on treating the whole child and not just the disability. They provide instructional, residential, recreational, orientation, and mobility activities; plus health services, physical, speech and occupational therapies; and Braille instruction. They teach all of the basics, including math, reading, and science, in addition to the specialized services tailored to meet the needs of their students. A Drama Club, Boy Scouts, Arts & Crafts, and other activities are offered and students compete in swim meets, bowling, skiing, wrestling, and track.

Students who are "just" blind attend school in their local school districts where they learn in a classroom with their peers and remain close to their families and friends. Many of these students receive specialized support services from the Maryland School for the Blind.

More than 90% of the children served on campus have multiple disabilities and approximately 50% are classified as severely or profoundly disabled. Students from every county in Maryland stay on campus during the week.

VISION:

The Maryland School for the Blind strives to be:

- the premier statewide resource for the specific educational and living skill needs of all individuals with visual impairment (particularly ages 0-21) in Maryland;
- the statewide training center for those who work or live with individuals with visual impairment;
- a model demonstration site for the education and employment of individuals with visual impairment.

MISSION:

THE MARYLAND SCHOOL FOR THE BLIND EDUCATES CHILDREN AND YOUTH WITH VISUAL IMPAIRMENTS, INCLUDING THOSE WITH MULTIPLE DISABILITIES FOR FUNCTIONAL INDEPENDENCE
### ALL FUND SUMMARY:

<table>
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<tr>
<th>Summary by Character:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>PROPOSED EXECUTIVE FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>MISCELLANEOUS</td>
<td>66,340</td>
<td>71,250</td>
<td>80,000</td>
<td>80,000</td>
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<tr>
<td>GRAND TOTAL</td>
<td>66,340</td>
<td>71,250</td>
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### SUMMARY BY FUND:

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<th>ORIGINAL BUDGET FY 13</th>
<th>PROPOSED EXECUTIVE FY 14</th>
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<tbody>
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<td>GENERAL</td>
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<td>71,250</td>
<td>80,000</td>
<td>80,000</td>
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### SUMMARY BY DIVISION:

<table>
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<tr>
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<th>ORIGINAL BUDGET FY 13</th>
<th>PROPOSED EXECUTIVE FY 14</th>
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</table>

### FINANCIAL NOTES:

**FY 13**  | **FY 14**  | **CHANGE**  
---|---|---
80,000 | 80,000 | 0

The Education Article of the Annotated Code of Maryland, Section 8-310 had required each Maryland county to pay the Maryland School for the Blind $200 a year for each blind child who is sent to the school from that county. Effective July 1, 2004, an amendment now requires each county to pay an amount, for each child sent to the school, equal to the local share of the basic cost of education 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.

No additional are funds required for FY 14.
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LIBRARIES

County Executive

Board of Library Trustees

Libraries
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.

TO BE THE PREMIER LIBRARY SYSTEM, RECOGNIZED FOR DELIVERING INNOVATIVE SERVICES. PROVIDING ACCESS TO INFORMATION AND PROMOTING THE LOVE OF READING WITHIN THE COMMUNITY.

TO HAVE A CULTURE WHERE INNOVATION IS THE NORM
  o Decrease cultural barriers to innovation
  o Increase the number of innovative internal methods and practices
  o Increase the number of innovation customer-focused programs and services

TO PROVIDE CUSTOMIZED SERVICES TO TARGETED AUDIENCES IN THE COMMUNITY
  o Increase support to school-aged children and teens
  o Improve library service to populations new to Harford County
  o Enhance the services we provide to our online community
  o Increase library access and resources for commuters
FY '13 - '14 KEY GOALS AND OBJECTIVES CONT'D:

TO USE ADVOCACY, PARTNERSHIPS, AND FUNDRAISING INITIATIVES TO INCREASE RESOURCES IN SUPPORT OF INNOVATIVE STRATEGIES
  o Increase key decision makers’ level of understanding about Library initiatives and issues
  o Increase contributions to the Library from business partners within the community
  o Improve cooperation between the Library and HCPL Foundation to support fundraising efforts
  o Improve collaboration among HCPL Foundation, Friends groups, and the Library to support Friends efforts
  o Increase funding to support strategic objectives

TO MEET CUSTOMER TECHNOLOGY NEEDS BY PROVIDING THE LATEST TECHNOLOGY AND TRAINING
  o Increase understanding of library customers’ technology needs
  o Increase the library’s knowledge and use of innovative technologies
  o Increase organization’s effectiveness in training staff in new and existing technologies
  o Increase customer usage of new and existing technologies

TO HELP THE COMMUNITY UNDERSTAND AND VALUE THE INNOVATIVE SERVICES PROVIDED BY HCPL
  o Increase in-house understanding of Marketing’s role as an integral part of library service delivery
  o Increase advertising, publicity, and promotional efforts for library main events and improve library positioning in the community
  o Improve the quality of HCPL marketing materials
  o Increase funding for marketing
## Libraries

### All Fund Summary:

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
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<th>Enacted</th>
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</thead>
<tbody>
<tr>
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<tr>
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<tr>
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<tr>
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<td><strong>15,692,144</strong></td>
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### Summary by Fund:

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<tr>
<td>11</td>
<td>GENERAL</td>
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<td>15,692,144</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>15,112,147</strong></td>
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### Summary by Division:

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<tbody>
<tr>
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<td>AUDITED</td>
<td>BUDGET</td>
</tr>
<tr>
<td>FY 12</td>
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<tr>
<td>FY 14</td>
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<td><strong>15,692,144</strong></td>
<td><strong>15,634,624</strong></td>
</tr>
</tbody>
</table>

### Financial Notes:

The $523,686 net increase in funding for Libraries is the net result of:

- $22,477 (FY 13) | $21,121 (FY 14) | (1,356) These funds provide for self-insurance (auto, general and property) and are adjusted as recommended by Treasury.
- $15,612,147 (FY 13) | $16,137,189 (FY 14) | 525,042 Payments to Other Gov't Agencies - additional funds in the amount of $420,042 are included to support the FY 13 Merit increase of 4%; $30,000 to provide for Sunday hours at the Jarrettsville Branch; and $75,000 for additional Library materials.
DEPARTMENT OF PARKS AND RECREATION
ORIGIN/PURPOSE:

The Department of Parks and Recreation was formed under Harford County Charter, Article IV, Section 402 (Amended by Bill No. 88-35), Section 409 and 410. Parks & Recreation is divided into four primary areas of responsibility: Administration, Facilities & Operations, 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 appointed 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 government. In order to comply with GASB Statement #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 '13 - '14 KEY GOALS:

1. TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE
2. TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE LEISURE NEEDS OF OUR COMMUNITIES
3. TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS WHICH SATISFIES THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS
4. TO OPERATE MULTIFUNCTIONAL LEISURE FACILITIES WITH REVENUE PRODUCING COMPONENTS
5. TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY
# Parks and Recreation

## All Fund Summary:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
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<tbody>
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<td>411,398</td>
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<td>457,640</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
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<td>367,812</td>
<td>360,170</td>
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<td>50 CAPITAL OUTLAY</td>
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<td><strong>9,925,081</strong></td>
<td><strong>10,446,278</strong></td>
<td><strong>10,636,811</strong></td>
<td><strong>10,795,073</strong></td>
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## Summary by Fund:

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<th>Fund</th>
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<th>FY 12</th>
<th>FY 13</th>
<th>FY 14 Proposed</th>
<th>FY 14 Enacted</th>
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<td><strong>Grand Total</strong></td>
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<td><strong>10,446,278</strong></td>
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## Summary by Division:

### General Fund:

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<tr>
<td>591000 ADMINISTRATION</td>
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### Parks and Recreation Fund:

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<tr>
<td>593002 EMMORTON RECREATION &amp; TENNIS CENTER</td>
<td>276,348</td>
<td>284,814</td>
<td>325,778</td>
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<td>291,189</td>
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<td>593003 OAKINGTON PENINSULA</td>
<td>224,111</td>
<td>319,375</td>
<td>372,763</td>
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<td>178,821</td>
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<td><strong>Grand Total</strong></td>
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<td><strong>10,795,073</strong></td>
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## Summary of Grant Budgets

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## STAFF SUMMARY

### PARKS AND RECREATION - GENERAL FUND

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<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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### FULL-TIME SALARIES

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<td>FY 14</td>
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### SALARY OFFSET

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<td>(29,545)</td>
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<tr>
<td>FY 13</td>
<td>(28,850)</td>
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<tr>
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<td>(30,004)</td>
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### TOTAL FULL-TIME SALARIES

<table>
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<th>TOTAL SALARIES</th>
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## STAFF SUMMARY

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<th>POSITIONS</th>
<th>SALARIES</th>
<th>POSITIONS</th>
<th>SALARIES</th>
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<tr>
<td><strong>PART-TIME SALARIES</strong></td>
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<td>2.50</td>
<td>55,742</td>
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<td>104.00</td>
<td>5,054,574</td>
<td>101.50</td>
<td>5,225,403</td>
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| **PARKS AND RECREATION - SPECIAL REVENUE FUND** |           |          |           |          |           |          |
| Administrative Specialist II| 0.00      | 0.00     | 0.00      | 0.00     | 1.00      | 60,668   |
| Community Resources Coordinator| 1.00   | 58,335   | 1.00      | 58,335   | 0.00      | 0        |
| Custodial Worker II          | 1.00      | 37,953   | 1.00      | 37,953   | 1.00      | 39,471   |
| Recreation Specialist V      | 0.50      | 45,752   | 0.50      | 45,752   | 0.50      | 47,582   |
| **TOTAL FULL-TIME SALARIES** | 2.50      | 142,040  | 2.50      | 142,040  | 2.50      | 147,721  |
| **TEMPORARY SALARIES**       |           | 178,202  |           | 180,637  |           | 177,840  |
| **TOTAL 27TH PAY**           |           | 14,281   |           | 0        |           | 0        |
| **SUB-TOTAL P & R - SPECIAL REV FUND** | 2.50      | 334,523  | 2.50      | 322,677  | 2.50      | 325,561  |
### STAFF SUMMARY

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
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<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>2,448,275</strong></td>
<td><strong>2,340,057</strong></td>
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### PARKS AND RECREATION TOTALS

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<tr>
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<td>104.00</td>
<td>102.00</td>
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<td>2.50</td>
<td>2.50</td>
<td>2.00</td>
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<tr>
<td></td>
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<td>55,742</td>
<td>57,447</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
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<td><strong>2,340,057</strong></td>
<td><strong>2,476,431</strong></td>
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<tr>
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* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
## GENERAL FUND SUMMARY:

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<th>FY 13</th>
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<td>397,575</td>
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<td>354,005</td>
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<td><strong>9,663,268</strong></td>
<td><strong>9,747,344</strong></td>
<td><strong>9,910,840</strong></td>
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## SUMMARY BY FUND:

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<td>9,747,344</td>
<td>9,910,840</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>9,248,942</strong></td>
<td><strong>9,663,268</strong></td>
<td><strong>9,747,344</strong></td>
<td><strong>9,910,840</strong></td>
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## SUMMARY BY DIVISION:

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<td><strong>GRAND TOTAL</strong></td>
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<td><strong>9,747,344</strong></td>
<td><strong>9,910,840</strong></td>
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## SUMMARY OF GRANT BUDGETS

44,038
### DEPARTMENT STAFF SUMMARY

**PARKS AND RECREATION - GENERAL FUND**

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<th>FY 13 POSITIONS</th>
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<tr>
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<td>1.00</td>
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<td>3.00</td>
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<tr>
<td>Maintenance Mechanic I</td>
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<td>77,039</td>
<td>2.00</td>
<td>77,039</td>
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<td>3.00</td>
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<td>Maintenance Supervisor</td>
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<td>137,995</td>
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<td>11.00</td>
<td>323,347</td>
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<td>Park Building Maintenance Worker</td>
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<td>34,320</td>
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<td>Recreation Specialist II</td>
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<td>Recreation Specialist III</td>
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<td>144,066</td>
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<td>Recreation Specialist IV</td>
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<td>52,800</td>
<td>1.00</td>
<td>52,800</td>
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<td>Recreation Specialist V</td>
<td>12.50</td>
<td>901,489</td>
<td>12.50</td>
<td>901,489</td>
<td>15.50</td>
<td>1,061,790</td>
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<td>Utility Worker I</td>
<td>3.00</td>
<td>153,646</td>
<td>3.00</td>
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<td>Utility Worker II</td>
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<td>1.00</td>
<td>46,500</td>
<td>1.00</td>
<td>48,360</td>
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**FULL-TIME SALARIES**

99.50 4,671,173 101.50 4,751,944 99.50 4,962,483

**SALARY OFFSET**

(29,545) (28,850) (30,004)

**TOTAL FULL-TIME SALARIES**

99.50 4,641,628 101.50 4,723,094 99.50 4,932,479
# DEPARTMENT STAFF SUMMARY

## PARKS AND RECREATION - GENERAL FUND

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
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<tr>
<td><strong>PART-TIME SALARIES</strong></td>
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<tr>
<td>Custodial Worker II</td>
<td>2.50</td>
<td>55,742</td>
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<td><strong>TOTAL PART-TIME SALARIES</strong></td>
<td>2.50</td>
<td>55,742</td>
<td>2.50</td>
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<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
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<td></td>
<td>221,751</td>
<td></td>
<td>275,738</td>
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<td><strong>SALARY TOTAL</strong></td>
<td>102.00</td>
<td>4,919,121</td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
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<tr>
<td>Pension &amp; Retirement</td>
<td>613,324</td>
<td>444,936</td>
<td>505,838</td>
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<td>Workers' Compensation</td>
<td>121,857</td>
<td>143,831</td>
<td>145,828</td>
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<td>Health Benefits</td>
<td>1,130,412</td>
<td>1,156,428</td>
<td>1,149,869</td>
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<td>PEHP</td>
<td>0</td>
<td>0</td>
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<td>Overtime &amp; Shift Differential</td>
<td>54,932</td>
<td>58,443</td>
<td>49,304</td>
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<td>FICA</td>
<td>380,008</td>
<td>390,484</td>
<td>403,148</td>
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<tr>
<td>Miscellaneous</td>
<td>14,146</td>
<td>14,420</td>
<td>14,420</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>2,314,679</td>
<td>2,208,542</td>
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**TOTAL 27TH PAY**

<table>
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<tr>
<th></th>
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<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
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<td>0</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td></td>
<td>102.00</td>
<td>7,461,570</td>
<td>104.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
**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 '13 - '14 GOAL:**

1. TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>Summary by Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>789,845</td>
<td>801,331</td>
<td>704,483</td>
<td>737,627</td>
<td>737,627</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>13,879</td>
<td>12,711</td>
<td>13,335</td>
<td>13,335</td>
<td>13,335</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>3,293</td>
<td>2,182</td>
<td>2,240</td>
<td>2,240</td>
<td>2,240</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>2,903</td>
<td>4,149</td>
<td>3,875</td>
<td>3,875</td>
<td>3,875</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>485</td>
<td>897</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
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<td>70 MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>89,000</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>810,405</strong></td>
<td><strong>821,270</strong></td>
<td><strong>812,933</strong></td>
<td><strong>782,077</strong></td>
<td><strong>782,077</strong></td>
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</table>

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th>General</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 GENERAL</td>
<td>810,405</td>
<td>821,270</td>
<td>812,933</td>
<td>782,077</td>
<td>782,077</td>
</tr>
</tbody>
</table>
The ($30,856) net decrease in funding for Parks & Recreation - Administration is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>25,161</td>
<td>25,161</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>73,102</td>
<td>70,789</td>
<td>(2,313) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>48,235</td>
<td>53,595</td>
<td>5,360 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>40,492</td>
<td>40,919</td>
<td>427 FICA adjustment</td>
</tr>
<tr>
<td>5,585</td>
<td>5,530</td>
<td>(55) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>89,000</td>
<td>25,000</td>
<td>(64,000) Grants &amp; Contributions - reduced for FY 13 one-time expense for the Cedar Lane Sports Foundation @ $89,000 offset by contribution for the State bond bill for Palmer State Park</td>
</tr>
</tbody>
</table>
### DIVISION STAFF SUMMARY

**DEPARTMENT:** PARKS AND RECREATION - GENERAL FUND  
**DIVISION:** ADMINISTRATION  
**Index No.:** 591000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>3.00</td>
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<td>61,339</td>
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<tr>
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<td>115,000</td>
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<td><strong>537,464</strong></td>
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<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PEHP</td>
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<td>FICA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td><strong>186,300</strong></td>
<td><strong>168,534</strong></td>
<td><strong>180,238</strong></td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<tr>
<td></td>
<td><strong>24,669</strong></td>
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<td><strong>748,433</strong></td>
<td><strong>8.00</strong></td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
DEPARTMENT OF PARKS AND RECREATION - ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**
To provide for burgeoning recreation needs within the development envelope as well as county-wide.

**Department Objective**
To acquire large parcels of open space along the outskirts of the development envelope where land is more readily available and less expensive to purchase. Design and develop regional multi-purpose facilities to meet the leisure needs of multiple recreation councils.

**County Goal(s) Supported**
VI. Quality Living

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Dollars allocated</td>
<td>$14,366</td>
<td>$545,000</td>
<td>$5,200,000</td>
<td>$1,385,000</td>
<td>$1,110,000</td>
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<td>3</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
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<tr>
<td><strong>Output:</strong></td>
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<tr>
<td>Number of open space acquisitions for future regional facilities</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Number of acres of future regional facilities</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>51</td>
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<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of sites for future regional facilities</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$870,000</td>
<td>$870,000</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree to which acquired land addresses expressed needs.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>High</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Number of sites suitable for regional facilities.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1</td>
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</table>

**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 and FY 2014 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.
DEPARTMENT: PARKS AND RECREATION

DIVISION: Recreational Services

INDEX: 593000

ORIGIN/PURPOSE:

The Recreational Services Division initiates and promotes leisure time activities for all County residents. To assist in this effort, community-based volunteer support is solicited through recreation councils and various countywide organizations. In addition to managing and programming County-owned facilities, the Division works in cooperation with Harford County Public Schools to maximize the use of school based community centers while maintaining and providing leisure activities at an affordable level.

FY '13 - '14 GOAL:

2 TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE LEISURE NEEDS OF OUR COMMUNITIES

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>2,534,765</td>
<td>2,487,724</td>
<td>2,559,094</td>
<td>2,573,302</td>
<td>2,573,302</td>
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<td>75,675</td>
<td>75,675</td>
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<td>22,461</td>
<td>21,806</td>
<td>40,550</td>
<td>38,280</td>
<td>38,280</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>22,233</td>
<td>21,666</td>
<td>23,425</td>
<td>21,425</td>
<td>21,425</td>
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<tr>
<td>50 CAPITAL OUTLAY</td>
<td>1,906</td>
<td>6,103</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>70 MISCELLANEOUS</td>
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<td>70,438</td>
<td>70,438</td>
<td>70,438</td>
<td>70,438</td>
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<tr>
<td>GRAND TOTAL</td>
<td>2,712,926</td>
<td>2,689,887</td>
<td>2,768,182</td>
<td>2,779,120</td>
<td>2,779,120</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL            | 2,712,926     | 2,689,887     | 2,768,182             | 2,779,120                | 2,779,120    |
**DEPARTMENT:** PARKS AND RECREATION  
**DIVISION:** Recreational Services  
**INDEX:** 593000

**FINANCIAL NOTES:**

The $10,938 net increase in funding for Parks & Recreation - Recreational Services is the result of:

<table>
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<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>80,815</td>
<td>80,815</td>
</tr>
<tr>
<td>o 1,721,599</td>
<td>1,691,730</td>
<td>(29,869)</td>
</tr>
<tr>
<td></td>
<td>27,876</td>
<td>(57,745)</td>
</tr>
<tr>
<td></td>
<td>(29,869)</td>
<td>(3.36%)</td>
</tr>
<tr>
<td>o 111,760</td>
<td>69,726</td>
<td>(42,034)</td>
</tr>
<tr>
<td>o 366,820</td>
<td>360,917</td>
<td>(5,903)</td>
</tr>
<tr>
<td>o 163,693</td>
<td>170,215</td>
<td>6,522</td>
</tr>
<tr>
<td>o 47,173</td>
<td>45,130</td>
<td>(2,043)</td>
</tr>
<tr>
<td>o 3,744</td>
<td>0</td>
<td>(3,744)</td>
</tr>
<tr>
<td>o 140,385</td>
<td>134,876</td>
<td>(5,509)</td>
</tr>
<tr>
<td>o 15,973</td>
<td>15,973</td>
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### FINANCIAL NOTES:

<table>
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<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>o</td>
<td>29,300</td>
<td>29,330</td>
<td>30</td>
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- Line items significantly adjusted, based on actual expense history:

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<th></th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15,000</td>
<td>16,000</td>
<td>1,000</td>
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<td></td>
<td>14,300</td>
<td>13,330</td>
<td>(970)</td>
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<td>29,330</td>
<td>30</td>
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<table>
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<tr>
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<th>(3,300)</th>
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- Line items adjusted for the operating expense of the Forest Hill/Hickory Activity Center pool not needed:

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<tr>
<th></th>
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<tr>
<td></td>
<td>General Office Supplies</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(300)</td>
<td>Uniforms Purchase</td>
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<td></td>
<td>(200)</td>
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<td></td>
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<tr>
<td></td>
<td>(500)</td>
<td>Other Supplies &amp; Materials</td>
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</tr>
<tr>
<td></td>
<td>(2,000)</td>
<td>Training Seminars</td>
<td></td>
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<td></td>
<td>(3,300)</td>
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|       | 70,438  | 70,438 | 0      |

- Miscellaneous:

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<tr>
<td></td>
<td>26,400</td>
<td>26,400</td>
<td>0</td>
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</table>

- Recreation fees for disadvantaged children and John Archer evening recreation program

|       | 44,038 | 44,038 | 0      |

- John Archer After School Child Care and summer camp

|       | 70,438 | 70,438 | 0      |
### DIVISION STAFF SUMMARY

**DEPARTMENT:** PARKS AND RECREATION - GENERAL FUND  
**DIVISION:** RECREATIONAL SERVICES  
**Index No.** 593000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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<tbody>
<tr>
<td>Administrative Assistant I</td>
<td>9.00</td>
<td>455,817</td>
<td>2.00</td>
<td>83,652</td>
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<td>Administrative Assistant II</td>
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<td>7.00</td>
<td>382,098</td>
<td>9.00</td>
<td>486,994</td>
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<td>Chief of Parks and Recreation</td>
<td>1.00</td>
<td>104,624</td>
<td>1.00</td>
<td>104,624</td>
<td>1.00</td>
<td>99,922</td>
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<tr>
<td>Recreation Specialist I</td>
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<td>0</td>
<td>1.00</td>
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<tr>
<td>Recreation Specialist II</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>39,900</td>
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<td>Recreation Specialist III</td>
<td>3.00</td>
<td>144,066</td>
<td>4.00</td>
<td>191,466</td>
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<td>Recreation Specialist IV</td>
<td>1.00</td>
<td>52,800</td>
<td>1.00</td>
<td>52,800</td>
<td>1.00</td>
<td>52,800</td>
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<tr>
<td>Recreation Specialist V</td>
<td>12.50</td>
<td>555,658</td>
<td>15.50</td>
<td>676,593</td>
<td>15.50</td>
<td>779,328</td>
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<td><strong>FULL-TIME SALARIES</strong></td>
<td>26.50</td>
<td>1,658,796</td>
<td>28.50</td>
<td>1,750,449</td>
<td>28.50</td>
<td>1,788,806</td>
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<td><strong>SALARY OFFSET</strong></td>
<td>(29,545)</td>
<td>(28,850)</td>
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<td>(30,004)</td>
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<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>26.50</td>
<td>1,629,251</td>
<td>28.50</td>
<td>1,721,599</td>
<td>28.50</td>
<td>1,758,802</td>
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<td><strong>TEMPORARY SALARIES</strong></td>
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<td>57,773</td>
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<td>111,760</td>
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<td>70,060</td>
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<td><strong>SALARY TOTAL</strong></td>
<td>26.50</td>
<td>1,687,024</td>
<td>28.50</td>
<td>1,833,359</td>
<td>28.50</td>
<td>1,828,862</td>
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<tr>
<td><strong>OTHER PERSONAL SERVICES</strong></td>
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<td>176,817</td>
<td>46,905</td>
<td>360,917</td>
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<td>Pension &amp; Retirement</td>
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<td>47,173</td>
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<td>Workers’ Compensation</td>
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<td>366,820</td>
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<td>3744</td>
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<td>Health Benefits</td>
<td>314,791</td>
<td>140,385</td>
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<td>139,908</td>
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<td>PEHP</td>
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<td>0</td>
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<td>FICA</td>
<td>129,058</td>
<td>140,385</td>
<td></td>
<td>139,908</td>
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<td>Shift Differential</td>
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<td>3,744</td>
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<td>Miscellaneous</td>
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<td>3,920</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>700,104</td>
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<td>725,735</td>
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<td>744,440</td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td><strong>TOTAL PERSONAL SERVICES</strong></td>
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<td>2,465,232</td>
<td>28.50</td>
<td>2,559,094</td>
<td>28.50</td>
<td>2,573,302</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

- **A** - Two (2) Administrative Assistant I positions upgraded to Administrative Assistant II - #0587, #2701
- **B** - One (1) Recreation Specialist I position upgraded to Recreation Specialist II - #0598
- **C** - One (1) Recreation Specialist III position upgraded to Recreation Specialist IV - #0445
- **D** - Two (2) Recreation Specialist III positions upgraded to Recreation Specialist V - #0632, #3501
  - One (1) Recreation Specialist IV position upgraded to Recreation Specialist V - #3500
- **E** - One (1) Recreation Specialist V salary partially offset (50%) by the Anita Leight Estuary grant - #2512
- **F** - Temporary funding for Park Naturalists, Program Leader for Edgewood Recreation & Community Center, reduced for pool assistants at Forest Hill/Hickory Activity Center
**Department Goal**
To be receptive to the individual and collective recreational needs of our communities through the creation of a diversified selection of leisure programs.

**Department Objective**
To increase the quantity and diversity of programs and opportunities in therapeutic, adventure, adult and environmental recreation.

**County Goal(s) Supported**
VI. Quality of Life

<table>
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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated for recreation</td>
<td>$2,354,870</td>
<td>$2,585,322</td>
<td>$2,669,653</td>
<td>$2,768,182</td>
<td>$2,779,120</td>
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<tr>
<td>Number of recreation staff</td>
<td>27</td>
<td>27</td>
<td>27.5</td>
<td>27.5</td>
<td>28.5</td>
</tr>
<tr>
<td>Number of therapeutic recreation staff</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of recreation programs</td>
<td>2,884</td>
<td>3,906</td>
<td>4,432</td>
<td>4,240</td>
<td>4,375</td>
</tr>
<tr>
<td>Number of therapeutic programs</td>
<td>603</td>
<td>621</td>
<td>626</td>
<td>628</td>
<td>629</td>
</tr>
<tr>
<td>Total number of programs</td>
<td>3,487</td>
<td>4,527</td>
<td>5,058</td>
<td>4,868</td>
<td>5,004</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of participants per staff member</td>
<td>2,583</td>
<td>5,254</td>
<td>4,955</td>
<td>4,947</td>
<td>4,831</td>
</tr>
<tr>
<td>Sq. feet of building space each staff is responsible for</td>
<td>8,378</td>
<td>10,418</td>
<td>10,418</td>
<td>10,418</td>
<td>10,418</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of therapeutic recreation program participants</td>
<td>15,296</td>
<td>15,860</td>
<td>18,869</td>
<td>18,875</td>
<td>19,000</td>
</tr>
<tr>
<td>Total number of participants in recreation programs</td>
<td>72,311</td>
<td>115,486</td>
<td>136,252</td>
<td>136,043</td>
<td>137,694</td>
</tr>
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</table>

**Explanation and Analysis of Performance Measures**
Providing a variety of recreational programs to youth and adult participants promotes both physical and mental well being. Activities with an emphasis on therapeutic recreation continues to grow in popularity throughout the County and the department is attentive to addressing the needs associated with this growth in a positive and effective manner. Participants are those individuals who register for various programs including nature events, museum visits, and volunteer training.

**Major Related Plans and Policies**
Plans to introduce additional programs (in cooperation with the Chesapeake Therapeutic Riding School) geared towards remedial recreation for citizens of various ages and limitations will be addressed in Fiscal Year 2014.
The Division of Parks and Facilities includes two operating groups - the Division of Capital Planning and Development, and the Division of Facilities and Operations.

The Division of Capital Planning and Development is responsible for park land acquisition and development projects at park sites, school sites, and in the incorporated municipalities. The Division also manages the preparation and update of the Land Preservation and Recreation Plan. Interaction and coordination with other county and state agencies, incorporated municipalities, as well as staff, volunteers, and the public is a major function of the acquisition and development process.

The Division of Facilities and Operations is responsible for renovating and maintaining Harford County park sites and facilities in a safe and usable condition. Building maintenance for all Parks and Recreation's activity centers, historic buildings, event venues and other structures is handled through this Division. Additionally, in accordance with the Joint Use Agreement with Harford County Public Schools, this Division maintains bleachers, tennis courts, infields of baseball/softball diamonds, and athletic fields (soccer/lacrosse/football) at schools. It coordinates with other agencies to remove snow from county roads, as well as park sites. The Division is also responsible for the monitoring of maintenance and repair to approximately 430 pieces of equipment. It also handles trash removal from park facilities and schools.

FY '13 - '14 GOAL:

3 TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS WHICH SATISFIES THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS
## DEPARTMENT: PARKS AND RECREATION

### DIVISION: Parks and Facilities

### INDEX: 595000

### ALL FUND SUMMARY:

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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>PERSONAL SERVICES</td>
<td>4,116,988</td>
<td>4,233,225</td>
<td>3,999,539</td>
<td>4,271,873</td>
<td>4,271,873</td>
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<td>CONTRACTUAL SERVICES</td>
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<td>1,051,236</td>
<td>1,303,530</td>
<td>1,381,810</td>
<td>1,381,810</td>
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<td>SUPPLIES &amp; MATERIALS</td>
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<td>348,504</td>
<td>524,255</td>
<td>357,055</td>
<td>357,055</td>
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<td>BUSINESS &amp; TRAVEL</td>
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<td>340,820</td>
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<td>328,705</td>
<td>328,705</td>
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<td>CAPITAL OUTLAY</td>
<td>33,791</td>
<td>176,434</td>
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<td>0</td>
<td>0</td>
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<td>MISCELLANEOUS</td>
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<td>1,892</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
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<td>INTER-GOV'T / INTER-FUND EXPENSES</td>
<td>17,921</td>
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<td>200</td>
<td>200</td>
<td>200</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>5,725,611</strong></td>
<td><strong>6,152,111</strong></td>
<td><strong>6,166,229</strong></td>
<td><strong>6,349,643</strong></td>
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### FUNDING SOURCE:

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<td>GENERAL</td>
<td>5,725,611</td>
<td>6,152,111</td>
<td>6,166,229</td>
<td>6,349,643</td>
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### FINANCIAL NOTES:

The $183,414 net increase in funding for Parks & Recreation - Parks and Facilities is the result of:

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<tr>
<td>2,465,546</td>
<td>2,519,938</td>
<td>54,392</td>
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- Full Time Salaries
  - 18,861
  - 35,531

- Salary Adjustments based on the recommendations of the Dept of Human Resources
- Staff Turnover: 1.44%
## FINANCIAL NOTES:

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<th>DESCRIPTION</th>
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<tr>
<td>o</td>
<td>120,496</td>
<td>120,496</td>
<td>0</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>716,506</td>
<td>718,163</td>
<td>1,657</td>
<td>Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>233,008</td>
<td>263,359</td>
<td>30,351</td>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>91,073</td>
<td>89,703</td>
<td>(1,370)</td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
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<tr>
<td>o</td>
<td>45,395</td>
<td>40,000</td>
<td>(5,395)</td>
<td>Overtime - decrease based on actual expense history</td>
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<tr>
<td>o</td>
<td>209,607</td>
<td>213,355</td>
<td>3,748</td>
<td>FICA adjustments</td>
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<tr>
<td>o</td>
<td>68,455</td>
<td>68,455</td>
<td>0</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>0</td>
<td>269,120</td>
<td>269,120</td>
<td>Space and Real Estate Rental - lease with Harford County Investors Trust for lease of Carsins Run fields</td>
</tr>
<tr>
<td>o</td>
<td>100,000</td>
<td>30,000</td>
<td>(70,000)</td>
<td>Other Professional Services - increase of $5,000 for higher well water testing due to new Maryland Department of the Environment regulations for sites that fail and funding for contractual Graham property Development Manager ($75,000)</td>
</tr>
<tr>
<td>o</td>
<td>5,240</td>
<td>0</td>
<td>(5,240)</td>
<td>DP Software Maintenance - E-Maintenance software fees moved to Information &amp; Communications Technology</td>
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<tr>
<td>o</td>
<td>13,000</td>
<td>8,000</td>
<td>(5,000)</td>
<td>Security Systems - monitoring services for fire and security systems, etc. reduced for systems completed in FY 13</td>
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<tr>
<td>o</td>
<td>235,000</td>
<td>160,000</td>
<td>(75,000)</td>
<td>Grounds Maintenance - increase for mowing frequency to 23 per site and additional acreage @ $25,000 offset by transfer of funding in the amount of ($100,000) for lease of Carsins Run fields</td>
</tr>
</tbody>
</table>
FINANCIAL NOTES:

<table>
<thead>
<tr>
<th></th>
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<th>CHANGE</th>
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<tbody>
<tr>
<td>o 225,000</td>
<td>125,000</td>
<td>(100,000)</td>
<td>Landscape &amp; Grounds Materials - decrease for transfer of funding for lease of Carsins Run fields</td>
</tr>
<tr>
<td>o 89,500</td>
<td>55,000</td>
<td>(34,500)</td>
<td>Building Supplies - decrease result of ($9,500) based on actual expense history and transfer of funding in the amount of ($25,000) for lease of Carsins Run fields</td>
</tr>
<tr>
<td>o 42,000</td>
<td>17,000</td>
<td>(25,000)</td>
<td>Other Supplies and Materials - funding transferred for lease of Carsins Run fields</td>
</tr>
<tr>
<td>o 56,900</td>
<td>47,800</td>
<td>(9,100)</td>
<td>Line items significantly adjusted, based on actual expense history and state of the economy:</td>
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<th>Change</th>
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<tbody>
<tr>
<td>16,800</td>
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<td>(1,800) Uniform Allowance</td>
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<tr>
<td>30,800</td>
<td>25,800</td>
<td>(5,000) Janitorial Supplies &amp; Equipment</td>
</tr>
<tr>
<td>9,300</td>
<td>7,000</td>
<td>(2,300) Small Tools</td>
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<tr>
<td>56,900</td>
<td>47,800</td>
<td>(9,100)</td>
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</table>

<table>
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<th>(34,200)</th>
<th>Line items adjusted for operating expenses at the Forest Hill/Hickory Activity Center not needed:</th>
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<td>(100)</td>
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### DIVISION STAFF SUMMARY

**DEPARTMENT:** PARKS AND RECREATION - GENERAL FUND  
**DIVISION:** PARKS AND FACILITIES  
**Index No.** 595000

<table>
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<tr>
<th>POSITION TITLE</th>
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**FULL-TIME SALARIES**  
65.00 2,474,913 65.00 2,465,546 63.00 2,616,288

**PART-TIME SALARIES**  
Custodial Worker II                     2.50 55,742 2.50 55,742 2.00 57,447

**TOTAL PART-TIME SALARIES**  
2.50 55,742 2.50 55,742 2.00 57,447

**TEMPORARY SALARIES**  
163,978 163,978 165,417

**SALARY TOTAL**  
67.50 2,694,633 67.50 2,685,266 65.00 2,839,152

887
### DEPARTMENT: PARKS AND RECREATION - GENERAL FUND

### DIVISION: PARKS AND FACILITIES

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<td>FY 13</td>
</tr>
<tr>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
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<td>Pension &amp; Retirement</td>
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<td>209,607</td>
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<td>Miscellaneous</td>
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<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
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<td>1,314,273</td>
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<td><strong>TOTAL 27TH PAY COST</strong></td>
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<td><strong>TOTAL PERSONAL SERVICES</strong></td>
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* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) Administrative Assistant I position upgraded to Administrative Assistant II - #0678
- B - One (1) Chief of Parks and Facilities position unfunded in FY 13 is abolished in FY 14 - #0661
- C - One (1) Crew Leader I position upgraded to Crew Leader II - #0649
- D - Three (3) Utility Worker I positions reclassified to Equipment Repair Specialist - #0664, #0667, #0669
- E - One (1) Maintenance Mechanic I upgraded to Maintenance Mechanic II - #0671
- F - One (1) vacant Maintenance Worker II position filled as a Maintenance Worker I - #3412
- G - One (1) Maintenance Worker II position unfunded in FY 13 is abolished in FY 14 - #0683
- H - One (1) part-time Custodial Worker II position unfunded in FY 13 is abolished in FY 14 - #3287
**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

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<tr>
<td>Dollars allocated</td>
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<td>27</td>
<td>28</td>
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<td><strong>Output:</strong></td>
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<tr>
<td>Number of acres maintained</td>
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<td>3,564</td>
<td>3,912</td>
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<td>Number of buildings maintained</td>
<td>178</td>
<td>178</td>
<td>178</td>
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<td>178</td>
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<tr>
<td>Number of Special Events/Showmobile/Portable Stage</td>
<td>39</td>
<td>36</td>
<td>23</td>
<td>21</td>
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<td><strong>Efficiency:</strong></td>
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<tr>
<td>Number of work orders processed per year</td>
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<td>5,223</td>
<td>4,638</td>
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<td><strong>Outcome:</strong></td>
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</tr>
<tr>
<td>Percent of work orders completed</td>
<td>95.8%</td>
<td>99.7%</td>
<td>96.0%</td>
<td>78.2%</td>
<td>95.2%</td>
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</table>

**Explanation and Analysis of Performance Measures**
Performance in this department will be measured by the number of maintenance requests/work orders completed during the year. With increased acreage comes an increased challenge to maintain both active and passive fields, parks, trails, and surrounding ponds. Similar concerns have been expressed regarding the department's aging facilities and the failing infrastructure that supports them. Our goal is to utilize various portable technologies to provide immediate alerts to routine and emergency issues so that online data input will reveal more accurate results. Decreases in efficiency measures are a result of modifications made to E-Maintenance tracking system and not a reduction of actual activities performed.

**Major Related Plans and Policies**
Reservation of showmobile and park sites and facilities. Daily operation of major buildings, i.e. Churchville, McFaul, Havre de Grace, and Edgewood Recreation & Community Center, and gradual acquisition and maintenance of Graybeal, Magnolia, Chapel and Edgewood sites. Standard operating procedure for routine work and snow removal assisting Highways and Parks & Recreation sites. Memorandum of use with other County agencies or renters of buildings.
PARKS AND RECREATION - SPECIAL REVENUE FUND

ORIGIN/PURPOSE:

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, the following Special Revenue accounts were established:

- **Emmorton Recreation & 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.

- **Oakington Peninsula:**
  - The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). Swan Harbor was purchased in conjunction with the Maryland Department of Natural Resources and Program Open Space in 1994. It operates as a revenue generating facility from rentals, farming, leases, and fundraising. The 328 acre Oakington Farm was purchased in 1998. The Oakington Peninsula will also generate revenues from leasing of farm land and two (2) residential houses. It also provides park area for passive and recreational activities.

- **Recreational Council Activities:**
  - This account is set up to receive revenues from other recreational activities, registration, and events. The funds are expended for recreational supplies, tournament trophies, referee officials, etc.
## PARKS AND RECREATION - SPECIAL REVENUE FUND

### SPECIAL REVENUE FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<tbody>
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<td><strong>10 PERSONAL SERVICES</strong></td>
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<td><strong>20 CONTRACTUAL SERVICES</strong></td>
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<td>317,910</td>
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### SUMMARY BY FUND:

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### SUMMARY BY DIVISION:

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<th>Enacted FY 14</th>
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### DEPARTMENT STAFF SUMMARY

**PARKS AND RECREATION - SPECIAL REVENUE FUND**

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<th>POSITIONS FY 13</th>
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**FULL-TIME SALARIES**

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<th>POSITIONS FY 13</th>
<th>SALARIES FY 13</th>
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**TEMPORARY SALARIES**

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**SALARY TOTAL**

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<th>POSITIONS FY 13</th>
<th>SALARIES FY 13</th>
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**OTHER PERSONAL SERVICES**

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<th>POSITIONS FY 13</th>
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<th>POSITIONS FY 14</th>
<th>SALARIES FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
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<td>FICA</td>
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**TOTAL OTHER PERSONAL SERVICES**

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<tr>
<td>133,596</td>
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**TOTAL 27TH PAY**

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**TOTAL PERSONAL SERVICES**

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<td>454,192</td>
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</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
The Emmorton Recreation & Tennis Center (ERTC) was purchased by Harford County using State of Maryland's Program Open Space funding in November, 1999 for the purpose of addressing 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 provides a multipurpose gymnasium, a dance studio 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.

The ERTC is one of Park's 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 '13 - '14 GOAL:**

4 TO OPERATE MULTIFUNCTIONAL LEISURE FACILITIES WITH REVENUE PRODUCING COMPONENTS

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>162,839</td>
<td>178,130</td>
<td>161,378</td>
<td>152,324</td>
<td>152,324</td>
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<td>20 CONTRACTUAL SERVICES</td>
<td>84,749</td>
<td>83,867</td>
<td>144,835</td>
<td>119,300</td>
<td>119,300</td>
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<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>26,227</td>
<td>20,612</td>
<td>19,500</td>
<td>19,500</td>
<td>19,500</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>2,468</td>
<td>2,140</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>276,348</td>
<td>284,814</td>
<td>325,778</td>
<td>291,189</td>
<td>291,189</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE:**

| 26 PARKS AND RECREATION | 276,348 | 284,814 | 325,778 | 291,189 | 291,189 |
The ($34,589) net decrease in funding for Parks & Recreation - Emmorton Recreation and Tennis Center is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,300</td>
<td>2,300</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>7,411</td>
<td>8,777</td>
<td>1,366 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>38,595</td>
<td>22,398</td>
<td>(16,197) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage, only one temporary receiving health benefits</td>
</tr>
<tr>
<td>420</td>
<td>280</td>
<td>(140) Life - reduction based on actual funding requirements</td>
</tr>
<tr>
<td>1,365</td>
<td>499</td>
<td>(866) Shift Differential - adjusted based on actual expense history</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>46,550</td>
<td>5,000</td>
<td>(41,550) County Facility Repair &amp; Renovations - funds for routine maintenance, reduction due to one-time FY 13 renovation expenses</td>
</tr>
<tr>
<td>500</td>
<td>2,500</td>
<td>2,000 Other Professional Services - increase for the Bright Oaks Community stormwater management maintenance fee</td>
</tr>
<tr>
<td>200</td>
<td>15,000</td>
<td>14,800 DP Software-Maintenance - current software vendor going out of business. Funding provided to obtain a new software vendor to meet the needs of the facility.</td>
</tr>
<tr>
<td>11,790</td>
<td>11,000</td>
<td>(790) Line items significantly adjusted, based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,000</td>
<td>3,000</td>
<td>1,000 Other Rents &amp; Utilities</td>
</tr>
<tr>
<td>9,790</td>
<td>8,000</td>
<td>(1,790) Recreation Officials</td>
</tr>
<tr>
<td>11,790</td>
<td>11,000</td>
<td>(790)</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PARKS AND RECREATION - SPECIAL REVENUE FUND  
**DIVISION:** EMMORTON RECREATION & TENNIS CENTER  
**Index No.: 593002**

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
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<th>ENACTED FY 13</th>
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</thead>
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<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Custodial Worker II</td>
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<tr>
<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
<td>1.00</td>
<td>37,953</td>
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<tr>
<td>Temporary Salaries</td>
<td></td>
<td>69,258</td>
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<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>1.00</td>
<td>107,211</td>
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**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>10,704</td>
<td>7,411</td>
<td>8,969</td>
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<tr>
<td>Workers' Compensation</td>
<td>1,006</td>
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<td>1,192</td>
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<tr>
<td>Health Benefits</td>
<td>38,677</td>
<td>38,595</td>
<td>22,398</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>8,201</td>
<td>8,086</td>
<td>8,167</td>
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<tr>
<td>Overtime &amp; Shift Differential</td>
<td>1,365</td>
<td>1,365</td>
<td>499</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>420</td>
<td>420</td>
<td>280</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>60,373</td>
<td>57,038</td>
<td>46,069</td>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 14</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>4,904</td>
<td>0</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
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<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.00</td>
<td>161,378</td>
<td>1.00</td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
DEPARTMENT OF PARKS & RECREATION - EMMORTON RECREATION & TENNIS CENTER
OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**
To operate a multifunctional recreation and leisure facility.

**Department Objective**
To maintain or increase revenue levels from current tennis membership; to increase revenue through tennis ladder participation; to increase revenue by increasing tennis clinics and private lessons; to increase revenue through baseball/softball training and training area rental opportunities; and to increase revenue from baseball/softball batting cage rentals.

**County Goal(s) Supported**
VI. Quality Living

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$300,000</td>
<td>$300,000</td>
<td>$264,456</td>
<td>$260,000</td>
<td>$260,000</td>
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<tr>
<td>Number of temporary staff</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue generated from memberships, blocktimes, and other rentals</td>
<td>$256,628</td>
<td>$264,808</td>
<td>$265,870</td>
<td>$269,706</td>
<td>$260,000</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue increase from prior year</td>
<td>$39,718</td>
<td>$8,180</td>
<td>$1,062</td>
<td>$3,836</td>
<td>($9,706)</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of people served yearly</td>
<td>42,000</td>
<td>43,200</td>
<td>43,875</td>
<td>44,200</td>
<td>44,500</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of growth in revenue from previous year</td>
<td>18.00%</td>
<td>3.19%</td>
<td>0.40%</td>
<td>1.44%</td>
<td>(3.60%)</td>
</tr>
<tr>
<td>Percentage of growth in users</td>
<td>(1.18%)</td>
<td>2.86%</td>
<td>1.56%</td>
<td>0.74%</td>
<td>0.68%</td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
To operate a financially sound multi-use recreation facility, the Department must maintain and update the facility to increase income while operating the facility in a cost-efficient manner. Tennis instruction programs have generated additional revenue and membership interest.

**Major Related Plans and Policies**
Continue to maintain and upgrade the facility in order to attract new members and retain current users.
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. Used as a special events venue hosting over 100 weddings, conferences, etc. each year, Swan Harbor has proven to be 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 to provide the necessary upkeep, improvements, and maintenance of the entire peninsula.

Oakington Peninsula was established under Parks and Recreation's Special Revenue Fund 26 accounts by the Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

FY '13 - '14 GOAL:

5 TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY
### DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND

#### DIVISION: Oakington Peninsula

#### INDEX: 593003

### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>131,909</td>
<td>206,624</td>
<td>206,803</td>
<td>212,171</td>
<td>212,171</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>57,990</td>
<td>71,810</td>
<td>105,410</td>
<td>103,610</td>
<td>103,610</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>17,933</td>
<td>14,142</td>
<td>29,250</td>
<td>29,250</td>
<td>29,250</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>3,078</td>
<td>902</td>
<td>3,800</td>
<td>3,800</td>
<td>3,800</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>13,201</td>
<td>25,897</td>
<td>27,500</td>
<td>38,000</td>
<td>38,000</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>19,500</td>
<td>19,500</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>224,111</strong></td>
<td><strong>319,375</strong></td>
<td><strong>372,763</strong></td>
<td><strong>406,331</strong></td>
<td><strong>406,331</strong></td>
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</table>

### FUNDING SOURCE:

<table>
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<tr>
<th>Character</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 PARKS AND RECREATION</td>
<td><strong>224,111</strong></td>
<td><strong>319,375</strong></td>
<td><strong>372,763</strong></td>
<td><strong>406,331</strong></td>
<td><strong>406,331</strong></td>
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</tbody>
</table>

### FINANCIAL NOTES:

The $33,568 net increase in funding for Parks and Recreation - Oakington Peninsula is the result of:

<table>
<thead>
<tr>
<th>Change</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merit increase of 4% for eligible staff</td>
<td>5,025</td>
<td>5,025</td>
<td>0</td>
</tr>
<tr>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
<td>11,025</td>
<td>12,281</td>
<td>1,256</td>
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</table>
### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>26,458</td>
<td>25,581</td>
<td>(877) Health Benefits are adjusted for an anticipated 12% cost increase, as well as staff opting for changes in their level of coverage</td>
</tr>
<tr>
<td>18,000</td>
<td>20,000</td>
<td>2,000 Grounds Maintenance - additional funds will increase mowing frequency at the main house and Disposal Material Placement (DMP) site (May - August) based on actual expense history</td>
</tr>
<tr>
<td>5,000</td>
<td>1,500</td>
<td>(3,500) Security Systems - reduced for FY 13 one-time replacement of monitoring equipment</td>
</tr>
<tr>
<td>12,900</td>
<td>12,600</td>
<td>(300) Line items significantly adjusted, based on actual expense history and state of the economy:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,500</td>
<td>12,000</td>
<td>(500) Heating Fuel (Oil)</td>
</tr>
<tr>
<td>400</td>
<td>600</td>
<td>200 Fax Service</td>
</tr>
<tr>
<td>12,900</td>
<td>12,600</td>
<td>(300)</td>
</tr>
<tr>
<td>27,500</td>
<td>38,000</td>
<td>10,500 Equipment funding provides for annual replacement of chairs, tables, new banquet/dining room and sitting room furniture, new 4-cycle tiller and the replacement/relocation of the HVAC system for the office at Swan Harbor Farm</td>
</tr>
<tr>
<td>0</td>
<td>19,500</td>
<td>19,500 Interfund Reimbursements - repair/resurfacing of the farm's entrance driveway and parking lot by Department of Public Works</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PARKS AND RECREATION - SPECIAL REVENUE FUND  
**DIVISION:** OAKINGTON PENINSULA  
Index No. 593003

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 Positions</th>
<th>FY 12 Salaries</th>
<th>FY 13 Positions</th>
<th>FY 13 Salaries</th>
<th>FY 14 Positions</th>
<th>FY 14 Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Specialist II</td>
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<td>0</td>
<td>0.00</td>
<td>0</td>
<td>1.00</td>
<td>60,668 A</td>
</tr>
<tr>
<td>Community Resources Coordinator</td>
<td>1.00</td>
<td>58,335</td>
<td>1.00</td>
<td>58,335</td>
<td>0.00</td>
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<tr>
<td>Recreation Specialist V</td>
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<td>45,752</td>
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<td>45,752</td>
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<td>47,582</td>
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<td><strong>TOTAL FULL-TIME SALARIES</strong></td>
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<td>104,087</td>
<td>1.50</td>
<td>104,087</td>
<td>1.50</td>
<td>108,250</td>
</tr>
<tr>
<td><strong>TEMPORARY SALARIES</strong></td>
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</tr>
<tr>
<td></td>
<td>58,944</td>
<td></td>
<td>50,000</td>
<td></td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
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<td>154,087</td>
<td>1.50</td>
<td>158,250</td>
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### OTHER PERSONAL SERVICES

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<tr>
<th>Item</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>13,531</td>
<td>11,025</td>
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</tr>
<tr>
<td>Workers' Compensation</td>
<td>2,805</td>
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<td>3,327</td>
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<td>Health Benefits</td>
<td>26,924</td>
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<td>FICA</td>
<td>12,472</td>
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<tr>
<td>Miscellaneous</td>
<td>210</td>
<td>210</td>
<td>210</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>55,942</td>
<td>52,716</td>
<td>53,921</td>
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**TOTAL 27TH PAY**

<p>| | | | |</p>
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<tbody>
<tr>
<td>7,270</td>
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**TOTAL PERSONAL SERVICES**

<p>| | | | |</p>
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<th></th>
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</thead>
<tbody>
<tr>
<td>1.50</td>
<td>226,243 *</td>
<td>1.50</td>
<td>206,803</td>
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* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Community Resources Coordinator position reclassified to Administrative Specialist II - #1918

900
DEPARTMENT OF PARKS & 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 the buildings and grounds, to lease farmland and three tenant houses and to augment this revenue through a functional fundraising program.

**County Goal(s) Supported**
VI. Quality Living

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
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<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
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<td>$325,000</td>
<td>$370,000</td>
<td>$360,000</td>
<td>$360,000</td>
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<tr>
<td>Number of permanent staff</td>
<td>2</td>
<td>1</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Number of temporary staff</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operate a self-sustaining facility. The revenue produced will be used to improve and maintain the facility.</td>
<td>$315,474</td>
<td>$327,483</td>
<td>$396,863</td>
<td>$418,466</td>
<td>$360,000</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue increase over prior year</td>
<td>$8,101</td>
<td>$12,010</td>
<td>$69,380</td>
<td>$21,603</td>
<td>($58,466)</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of rentals and satisfied users</td>
<td>137</td>
<td>140</td>
<td>138</td>
<td>140</td>
<td>141</td>
</tr>
<tr>
<td>Government users per year</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Total users</td>
<td>197</td>
<td>200</td>
<td>198</td>
<td>200</td>
<td>201</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of growth in revenue</td>
<td>2.64%</td>
<td>3.81%</td>
<td>21.19%</td>
<td>5.44%</td>
<td>(13.97%)</td>
</tr>
<tr>
<td>Percentage of increase in users</td>
<td>1.03%</td>
<td>1.52%</td>
<td>(1.00%)</td>
<td>1.01%</td>
<td>0.50%</td>
</tr>
</tbody>
</table>

**Explanation and Analysis of Performance Measures**
The Department must maintain or increase current income levels while operating the facility in a cost efficient manner in order to generate revenue. In consideration of the revenue benefit this facility provides, Parks and Recreation will incorporate various measures intended to attract a wider customer base through enhanced advertising. Visitors who search on certain keywords (i.e. wedding location) from other sites may be redirected to the Swan Harford Farm (SHF) venue for possible consideration. The enhancement is also designed to gather and deliver client feedback and contact information for email follow-up.

**Major Related Plans and Policies**
Continue to renovate and refurbish aging structures, upgrade outdated equipment, update decorum, and beautify landscaping.
ORIGIN/PURPOSE:

The Parks and Recreation Council and Special Activities account was established to receive revenues from Recreation Councils for recreational activities, registrations, and special events. These funds are expended for recreational supplies, tournament trophies, officials and referees, etc.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, Recreational Council and Special Activities was established in FY 2001 to receive and expend revenues under Parks & Recreation Special Revenue Fund.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Summary by Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>61,173</td>
<td>58,266</td>
<td>86,011</td>
<td>80,098</td>
<td>80,098</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>108,714</td>
<td>116,193</td>
<td>93,300</td>
<td>95,000</td>
<td>95,000</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>5,126</td>
<td>4,152</td>
<td>11,315</td>
<td>11,315</td>
<td>11,315</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>227</td>
<td>210</td>
<td>300</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>50 CAPITAL OUTLAY</td>
<td>440</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>175,680</td>
<td>178,821</td>
<td>190,926</td>
<td>186,713</td>
<td>186,713</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 PARKS AND RECREATION</td>
<td>175,680</td>
<td>178,821</td>
<td>190,926</td>
<td>186,713</td>
<td>186,713</td>
</tr>
</tbody>
</table>
**FINANCIAL NOTES:**

The ($4,213) net decrease in funding for Parks & Recreation - Recreational Council Activities is the result of:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13 Merit increase of 4% for eligible staff</td>
<td>1,632</td>
<td>1,632</td>
<td></td>
</tr>
<tr>
<td>Temporary Salaries for Ropes Course, Above &amp; Beyond, climbing wall instructors;</td>
<td>64,250</td>
<td>59,669</td>
<td>(4,581)</td>
</tr>
<tr>
<td>Skate Park manager and attendants - decrease based on actual expense history</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension/Retirement adjustments per Treasury's estimates</td>
<td>3,120</td>
<td>3,467</td>
<td>347</td>
</tr>
<tr>
<td>Overtime - decrease based on actual expense history</td>
<td>12,750</td>
<td>10,000</td>
<td>(2,750)</td>
</tr>
<tr>
<td>(561) FICA adjustments</td>
<td>5,891</td>
<td>5,330</td>
<td></td>
</tr>
<tr>
<td>Line items significantly adjusted, based on actual expense history:</td>
<td>78,800</td>
<td>80,500</td>
<td>1,700</td>
</tr>
</tbody>
</table>

| County Facility Repair & Renovation                                            | 800    | 500    | (300)    |
| Building/Custodial Services                                                    | 78,000 | 80,000 | 2,000    |
|                                                                 | 78,800 | 80,500 | 1,700    |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** PARKS AND RECREATION - SPECIAL REVENUE FUND  
**DIVISION:** RECREATIONAL COUNCIL ACTIVITIES  
**Index No.:** 593004

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>ENACTED SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>ENACTED SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>ENACTED SALARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEMPORARY SALARIES</td>
<td>50,000</td>
<td>64,250</td>
<td>61,056</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALARY TOTAL</td>
<td>50,000</td>
<td>64,250</td>
<td>61,056</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>0</td>
<td>3,120</td>
<td>3,606</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overtime &amp; Shift Differential</td>
<td>12,500</td>
<td>12,750</td>
<td>10,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>4,781</td>
<td>5,891</td>
<td>5,436</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL OTHER PERSONAL SERVICES</td>
<td>17,281</td>
<td>21,761</td>
<td>19,042</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL 27TH PAY</td>
<td>2,107</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL PERSONAL SERVICES</td>
<td>69,388 *</td>
<td>86,011</td>
<td>80,098</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* FY 12 Salaries and Other Personal Services are Enacted not Audited amounts
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)

DEPARTMENT OF PARKS & RECREATION

% of Anticipated Grant Dollars by Funder

- Federal: 46%
- State: 54%

Anticipated Grant Award Dollars
$109,648*

<table>
<thead>
<tr>
<th>Federal</th>
<th>$50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$59,648</td>
</tr>
</tbody>
</table>

# 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.
<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anita C. Leight Estuary Center</td>
<td>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.</td>
<td>State: $50,000</td>
<td>10/1/13 - 9/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>Sanitation Grant</td>
<td>To provide sanitary services at various boating facilities; i.e., Mariner Point Park, Flying Point Park, Otter Point, Willoughby Beach Landing and Swan Harbor.</td>
<td>State: $13,000</td>
<td>4/1/14 - 11/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>John Archer Child Care/Camp I Can</td>
<td>This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally &amp; 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.</td>
<td>State: $46,648, Other: $44,038</td>
<td>7/1/13 - 6/30/14</td>
<td>Recurring</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>State: $50,000, Other: $59,648, Other: $44,038</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY</td>
<td></td>
<td>$109,648</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONSERVATION OF NATURAL RESOURCES

ORIGIN/PURPOSE:

Conservation of Natural Resources is a budgetary grouping of environmentally oriented programs, the services of which are provided to County Government by symbiotic agencies acting on the County's behalf. For example, the Harford County Cooperative Extension derives its authority from the University of Maryland at College Park, and the Harford County Soil Conservation District from the State of Maryland under the direction of the District Board of Supervisors.

Each of these programs and related activities contribute to the conservation of natural resources, and the preservation of the environment in Harford County, and merits the financial support and consideration of County Government and its residents.

ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Summary by Character</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>293,828</td>
<td>318,175</td>
<td>332,907</td>
<td>359,817</td>
<td>359,817</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>3,273</td>
<td>3,354</td>
<td>3,600</td>
<td>3,600</td>
<td>3,600</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>18,272</td>
<td>18,272</td>
<td>18,272</td>
<td>18,272</td>
<td>18,272</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>1,150</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>153,930</td>
<td>171,798</td>
<td>257,689</td>
<td>257,689</td>
<td>257,689</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>470,453</strong></td>
<td><strong>511,599</strong></td>
<td><strong>612,468</strong></td>
<td><strong>639,378</strong></td>
<td><strong>639,378</strong></td>
</tr>
</tbody>
</table>

SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Summary by Fund</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>470,453</td>
<td>511,599</td>
<td>612,468</td>
<td>639,378</td>
<td>639,378</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>470,453</strong></td>
<td><strong>511,599</strong></td>
<td><strong>612,468</strong></td>
<td><strong>639,378</strong></td>
<td><strong>639,378</strong></td>
</tr>
</tbody>
</table>

SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Summary by Division</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXTENSION SERVICE</td>
<td>147,898</td>
<td>158,604</td>
<td>245,256</td>
<td>245,256</td>
<td>245,256</td>
</tr>
<tr>
<td>SOIL CONSERVATION</td>
<td>322,555</td>
<td>352,995</td>
<td>367,212</td>
<td>394,122</td>
<td>394,122</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>470,453</strong></td>
<td><strong>511,599</strong></td>
<td><strong>612,468</strong></td>
<td><strong>639,378</strong></td>
<td><strong>639,378</strong></td>
</tr>
</tbody>
</table>
CONSERVATION OF NATURAL RESOURCES

FINANCIAL NOTES:

The $26,910 net increase in funding for Conservation of Natural Resources is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>9,614</td>
<td>9,614</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>4,564</td>
<td>4,564</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>21,661</td>
<td>24,068</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2,407 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>50,237</td>
<td>60,578</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10,341 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>254,089</td>
<td>254,089</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0 Grants &amp; Contributions:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>251,384</td>
<td>251,384</td>
<td>0</td>
</tr>
<tr>
<td>2,705</td>
<td>2,705</td>
<td>0</td>
</tr>
<tr>
<td>254,089</td>
<td>254,089</td>
<td>0</td>
</tr>
</tbody>
</table>

County's share of State Employee's salaries' & benefits
Envirothon funding
CONSERVATION OF NATURAL RESOURCES - EXTENSION

University of Maryland System

Maryland Cooperative Extension

Harford County Extension

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

Cooperative Extension in Harford County provides educational programs based on the needs and interests of county residents. Emphasis is placed on Agriculture and Natural Resource Science, Family and Consumer Science, and 4-H and Youth Development. Extension is funded through county, state, and federal contributions. Some special projects are funded through grants and donations. The Extension Budget Office in College Park and the University of Maryland Eastern Shore, the Extension Regional Office at Wye Research Center, and the County Extension Office in Harford County develop budget requests for the county contribution. Extension programs are open to all citizens without regard to race, color, gender, religion, national origin, sexual orientation, age, marital or parental status, or disability.

EDUCATE CITIZENS TO APPLY PRACTICAL, RESEARCH-BASED KNOWLEDGE TO CRITICAL ISSUES FACING INDIVIDUALS, FAMILIES, COMMUNITIES, THE STATE, AND OUR GLOBAL PARTNERS

1 TO EDUCATE CITIZENS SO THAT THEY CAN MAKE WISE DECISIONS AS PRODUCERS AND CONSUMERS CONCERNING AGRICULTURE, NATURAL RESOURCES, HEALTH, NUTRITION, AND YOUTH DEVELOPMENT

<table>
<thead>
<tr>
<th>SUMMARY BY CHARACTER:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>2,757</td>
<td>3,354</td>
<td>3,600</td>
<td>3,600</td>
<td>3,600</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>18,272</td>
<td>18,272</td>
<td>18,272</td>
<td>18,272</td>
<td>18,272</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>126,869</td>
<td>136,978</td>
<td>223,384</td>
<td>223,384</td>
<td>223,384</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>147,898</td>
<td>158,604</td>
<td>245,256</td>
<td>245,256</td>
<td>245,256</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:

| 11 GENERAL             | 147,898      | 158,604      | 245,256              | 245,256                 | 245,256      |
FINANCIAL NOTES:

There is no change in funding for the Natural Resources - Extension Services:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone Service</td>
<td>3,600</td>
<td>3,600</td>
<td>0</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>18,272</td>
<td>18,272</td>
<td>0</td>
</tr>
<tr>
<td>Grants and Contributions - County’s share of State employee's salary and benefits</td>
<td>223,384</td>
<td>223,384</td>
<td>0</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Dollars allocated</td>
<td>$145,865</td>
<td>$147,897</td>
<td>$158,604</td>
<td>$245,256</td>
<td>$245,256</td>
</tr>
<tr>
<td>Output: # of on-site seminars conducted</td>
<td>188</td>
<td>42</td>
<td>63</td>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td># of classroom seminars conducted</td>
<td>101</td>
<td>317</td>
<td>316</td>
<td>275</td>
<td>287</td>
</tr>
<tr>
<td># of hands on workshops conducted</td>
<td>97</td>
<td>92</td>
<td>103</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Efficiency: # of staff per seminar</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Service Quality: % of attendees satisfied with workshops conducted</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Outcome: # of adult and older youth volunteers reached</td>
<td>3,154</td>
<td>2,934</td>
<td>4,230</td>
<td>4,200</td>
<td>4,200</td>
</tr>
<tr>
<td># of community and school based youth reached</td>
<td>3,200</td>
<td>3,367</td>
<td>4,561</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td># of special interest groups reached</td>
<td>2,409</td>
<td>1,024</td>
<td>727</td>
<td>900</td>
<td>900</td>
</tr>
</tbody>
</table>

**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

Maryland
Department of
Agriculture

Soil Conservation
Services

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

MISSION STATEMENT:
To achieve excellence in programs and services that protect Harford County agricultural resources and the environment by providing leadership in urban sediment control review and promoting environmental educational activities and other services that enhance quality of life for all.

FY '13 - '14 GOALS:
1. To reduce the nutrients entering waters by ensuring the complete implementation of agricultural best management practices (BMP’s)

<table>
<thead>
<tr>
<th>Character</th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 PERSONNEL SERVICES</td>
<td>293,828</td>
<td>318,175</td>
<td>332,907</td>
<td>359,817</td>
<td>359,817</td>
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<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>516</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>1,150</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>27,061</td>
<td>34,820</td>
<td>34,305</td>
<td>34,305</td>
<td>34,305</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>322,555</td>
<td>352,995</td>
<td>367,212</td>
<td>394,122</td>
<td>394,122</td>
</tr>
</tbody>
</table>

FUNDING SOURCE:
11 GENERAL | 322,555 | 352,995 | 367,212 | 394,122 | 394,122 |
The $26,910 net increase in funding for Natural Resources - Soil Conservation is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,614</td>
<td>9,614</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>4,564</td>
<td>4,564</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>21,661</td>
<td>24,068</td>
<td>2,407 Pension/Retirement rate adjustments per Treasury’s estimates</td>
</tr>
<tr>
<td>50,237</td>
<td>60,578</td>
<td>10,341 Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>30,705</td>
<td>30,705</td>
<td>0 Grants &amp; Contributions:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>28,000</td>
<td>28,000</td>
<td>0 County’s share of State Employee’s salary and benefits</td>
</tr>
<tr>
<td>2,705</td>
<td>2,705</td>
<td>0 Envirothon funding</td>
</tr>
<tr>
<td>30,705</td>
<td>30,705</td>
<td>0</td>
</tr>
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</table>
DIVISION STAFF SUMMARY

DEPARTMENT: CONSERVATION OF NATURAL RESOURCES
DIVISION: SOIL CONSERVATION

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Administrator</td>
<td>1.00</td>
<td>80,000</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Associate II</td>
<td>2.00</td>
<td>104,500</td>
<td>2.00</td>
</tr>
<tr>
<td>Engineering Associate III</td>
<td>1.00</td>
<td>56,180</td>
<td>1.00</td>
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<tr>
<td><strong>FULL TIME SALARIES</strong></td>
<td>4.00</td>
<td>240,680</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>SALARY OFFSET</strong></td>
<td></td>
<td>(18,650)</td>
<td></td>
</tr>
<tr>
<td><strong>FULL-TIME SALARIES</strong></td>
<td>4.00</td>
<td>222,030</td>
<td>4.00</td>
</tr>
</tbody>
</table>

**OTHER PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>28,864</td>
<td>21,661</td>
<td>24,882</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>1,054</td>
<td>1,357</td>
<td>1,384</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>41,293</td>
<td>50,237</td>
<td>60,578</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>4,564</td>
</tr>
<tr>
<td>FICA</td>
<td>16,986</td>
<td>18,412</td>
<td>19,034</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>490</td>
<td>560</td>
<td>560</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>88,687</td>
<td>92,227</td>
<td>111,002</td>
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</table>

**TOTAL 27TH PAY COST**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>10,303</td>
<td>0</td>
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</table>

**TOTAL PERSONAL SERVICES**

<table>
<thead>
<tr>
<th></th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.00</td>
<td>321,020</td>
<td>4.00</td>
</tr>
</tbody>
</table>

* FY 12 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>N/A</td>
<td>N/A</td>
<td>$355,325</td>
<td>$367,212</td>
<td>$367,212</td>
</tr>
<tr>
<td>Number of staff</td>
<td>N/A</td>
<td>N/A</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of BMP’s installed</td>
<td>N/A</td>
<td>N/A</td>
<td>18</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>Number acres covered by Soil Conservation plans*</td>
<td>N/A</td>
<td>N/A</td>
<td>1,266</td>
<td>2,200</td>
<td>2,200</td>
</tr>
<tr>
<td>*(Includes first time and updated plans)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of ESC plans reviewed</td>
<td>N/A</td>
<td>N/A</td>
<td>414</td>
<td>420</td>
<td>420</td>
</tr>
<tr>
<td>Number of acres approved under ESC plan</td>
<td>N/A</td>
<td>N/A</td>
<td>2,644</td>
<td>2,650</td>
<td>2,650</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of hours spent per conservation plan</td>
<td>N/A</td>
<td>N/A</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Average number of hours spent per BMP design**</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>80-320</td>
<td>80-320</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of BMP requests on the waiting list</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>81</td>
<td>100</td>
</tr>
</tbody>
</table>

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

- County Executive
  - Director of Administration
    - Director of Economic Development
      - Office of Economic Development
        - Office of Tourism and Marketing
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 '13 - '14 KEY GOALS

1 GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE

2 INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONES

3 UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT

4 FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY

5 IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM & MARKETING DOLLARS
### ECONOMIC DEVELOPMENT

#### ALL FUND SUMMARY:

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>1,196,845</td>
<td>1,357,673</td>
<td>1,595,295</td>
<td>1,662,503</td>
<td>1,662,503</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>452,983</td>
<td>228,680</td>
<td>471,209</td>
<td>418,009</td>
<td>418,009</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>57,655</td>
<td>63,603</td>
<td>55,300</td>
<td>54,800</td>
<td>54,800</td>
</tr>
<tr>
<td>BUSINESS &amp; TRAVEL</td>
<td>42,896</td>
<td>47,221</td>
<td>44,900</td>
<td>48,375</td>
<td>48,375</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>0</td>
<td>4,840 0</td>
<td>2,500</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>411,592</td>
<td>470,092</td>
<td>315,500</td>
<td>250,500</td>
<td>270,500</td>
</tr>
<tr>
<td>INTERGOVERNMENTAL</td>
<td>9,387</td>
<td>943 2,500</td>
<td>1,500</td>
<td>1,500</td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,171,358</strong></td>
<td><strong>2,173,052</strong></td>
<td><strong>2,484,704</strong></td>
<td><strong>2,435,687</strong></td>
<td><strong>2,455,687</strong></td>
</tr>
</tbody>
</table>

#### SUMMARY BY FUND:

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>2,171,358</td>
<td>2,173,052</td>
<td>2,484,704</td>
<td>2,435,687</td>
<td>2,455,687</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,171,358</strong></td>
<td><strong>2,173,052</strong></td>
<td><strong>2,484,704</strong></td>
<td><strong>2,435,687</strong></td>
<td><strong>2,455,687</strong></td>
</tr>
</tbody>
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#### SUMMARY BY DIVISION:

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>OFFICE OF ECONOMIC DEVELOPMENT</td>
<td>1,974,345</td>
<td>1,967,575</td>
<td>2,299,187</td>
<td>2,251,421</td>
<td>2,271,421</td>
</tr>
<tr>
<td>TOURISM &amp; MARKETING</td>
<td>197,013</td>
<td>205,477</td>
<td>185,517</td>
<td>184,266</td>
<td>184,266</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>2,171,358</strong></td>
<td><strong>2,173,052</strong></td>
<td><strong>2,484,704</strong></td>
<td><strong>2,435,687</strong></td>
<td><strong>2,455,687</strong></td>
</tr>
</tbody>
</table>
## FINANCIAL NOTES:

The ($29,017) net decrease in funding for Economic Development is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>47,294</td>
<td>47,294</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>31,946</td>
<td>31,946</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>1,127,770</td>
<td>1,120,152</td>
<td>(7,618) Full Time Salaries</td>
</tr>
<tr>
<td>258,935</td>
<td>244,058</td>
<td>(14,877) Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>101,499</td>
<td>112,016</td>
<td>10,517 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>19,330</td>
<td>19,431</td>
<td>101 Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>85,381</td>
<td>85,226</td>
<td>(155) FICA adjustment</td>
</tr>
<tr>
<td>130,092</td>
<td>120,492</td>
<td>(9,600) Other Advertising - funds reallocated to Information &amp; Communication Technology (ICT) for consolidation of hardware/software</td>
</tr>
<tr>
<td>15,600</td>
<td>0</td>
<td>(15,600) Data Processing Software - Maintenance - funds reallocated to Information &amp; Communication Technology (ICT) for consolidation of hardware/software</td>
</tr>
</tbody>
</table>

4,382 Salary adjustments based on the recommendations of the Department of Human Resources
(12,000) Staff Turnover (1.06%)
____________________
(7,618)

4,382 Salary adjustments based on the recommendations of the Department of Human Resources
(12,000) Staff Turnover (1.06%)
____________________
(7,618)
ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

<table>
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<th>FY 13</th>
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<th>Change</th>
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</thead>
<tbody>
<tr>
<td>289,767</td>
<td>259,767</td>
<td>(30,000)</td>
</tr>
</tbody>
</table>

Other Professional Services:

<table>
<thead>
<tr>
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<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,500</td>
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<td>0</td>
</tr>
<tr>
<td>70,000</td>
<td>70,000</td>
<td>0</td>
</tr>
<tr>
<td>3,000</td>
<td>3,000</td>
<td>0</td>
</tr>
<tr>
<td>102,267</td>
<td>52,267</td>
<td>(50,000)</td>
</tr>
<tr>
<td>16,000</td>
<td>16,000</td>
<td>0</td>
</tr>
<tr>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
</tr>
<tr>
<td>20,000</td>
<td>20,000</td>
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</tr>
<tr>
<td>50,000</td>
<td>50,000</td>
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<td>10,000</td>
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<tr>
<td>0</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>1,000</td>
<td>1,000</td>
<td>0</td>
</tr>
</tbody>
</table>

289,767 259,767 (30,000)

* A partnership between Harford County Office of Economic Development, the Library, Harford County Chamber of Commerce, Harford County College, Harford Business Innovation Center, Northeastern Maryland Technology Council and the Small Business Technology Development Center to provide resources and support for start ups and entrepreneurs.

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tbody>
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<td>12,000</td>
<td>14,000</td>
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<tr>
<td>6,750</td>
<td>5,750</td>
<td>(1,000)</td>
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<tr>
<td>5,900</td>
<td>5,400</td>
<td>(500)</td>
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<td>3,200</td>
<td>4,200</td>
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<tr>
<td>2,800</td>
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<td>4,800</td>
<td>5,100</td>
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<tr>
<td>6,325</td>
<td>9,300</td>
<td>2,975</td>
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<tr>
<td>9,300</td>
<td>9,000</td>
<td>(300)</td>
</tr>
<tr>
<td>2,500</td>
<td>1,500</td>
<td>(1,000)</td>
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</table>

53,575 57,550 3,975

Line items significantly adjusted, based on actual expense history:
FINANCIAL NOTES:

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<tr>
<th>Grants &amp; Contributions:</th>
</tr>
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<tbody>
<tr>
<td>FY 13</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>185,000</td>
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</table>

<table>
<thead>
<tr>
<th>Title</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
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<tr>
<td>Susquehanna Workforce Development</td>
<td>20,000</td>
<td>40,000</td>
<td>20,000 *</td>
</tr>
<tr>
<td>Harford Business Innovation Center (HBIC)</td>
<td>165,000</td>
<td>100,000</td>
<td>(65,000) **</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>185,000</td>
<td>140,000</td>
<td>(45,000)</td>
</tr>
</tbody>
</table>

* *Per Amendment #104 added $20,000 to the Susquehanna Workforce Network*
** *Rent for Swan Creek transferred to Procurement-Property Management for incubators*

<table>
<thead>
<tr>
<th>Other Grants:</th>
</tr>
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<tbody>
<tr>
<td>FY 13</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>130,500</td>
</tr>
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</table>

| 100,000 | Workforce Development Training |
| 28,000  | Economic Development Opportunity Fund |
| 2,500   | Chesapeake Science & Security Corridor (CSSC) Micro Enterprise Fund* |
| 130,500 | *previously Edgewood Micro Enterprise Fund |
## DEPARTMENT STAFF SUMMARY

### ECONOMIC DEVELOPMENT - GENERAL FUND

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>POSITIONS</th>
<th>SALARIES FY 12</th>
<th>POSITIONS</th>
<th>SALARIES FY 13</th>
<th>POSITIONS</th>
<th>SALARIES FY 14</th>
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<tbody>
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<td>Administrative Assistant I</td>
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<td>48,000</td>
<td>1.00</td>
<td>48,000</td>
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<td>37,300</td>
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<td>38,792</td>
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<td>1.00</td>
<td>56,136</td>
<td>1.00</td>
<td>58,381</td>
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<tr>
<td>Administrative Specialist I</td>
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<td>61,351</td>
<td>4.00</td>
<td>211,259</td>
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<td>94,744</td>
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<td>93,315</td>
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<td>1.00</td>
<td>121,217</td>
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<td>265,084</td>
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<td>187,597</td>
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<td>1.00</td>
<td>66,137</td>
<td>3.00</td>
<td>200,715</td>
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<td>295,988</td>
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**FULL-TIME SALARIES**

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<th>POSITIONS</th>
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<tr>
<td></td>
<td>15.00</td>
<td>1,009,039</td>
</tr>
<tr>
<td></td>
<td>17.00</td>
<td>1,127,770</td>
</tr>
<tr>
<td></td>
<td>17.00</td>
<td>1,160,030</td>
</tr>
</tbody>
</table>

**SALARY OFFSET**

|                                |            | (101,355) |
|                                | 0          | 0         |

**TOTAL FULL-TIME SALARIES**

|                                | 15.00     | 907,684   |
|                                | 17.00     | 1,127,770 |
|                                | 17.00     | 1,160,030 |

**PART-TIME SALARIES**

|                                | 0.60      | 31,612    |
|                                | 0.00      | 0         |
|                                | 0.00      | 0         |

**TOTAL PART-TIME SALARIES**

|                                | 0.60      | 31,612    |
|                                | 0.00      | 0         |
|                                | 0.00      | 0         |

**SALARY TOTAL**

|                                | 15.60     | 939,296   |
|                                | 17.00     | 1,127,770 |
|                                | 17.00     | 1,160,030 |
### DEPARTMENT STAFF SUMMARY

#### ECONOMIC DEVELOPMENT - GENERAL FUND

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>FY 12 POSITIONS</th>
<th>FY 12 SALARIES</th>
<th>FY 13 POSITIONS</th>
<th>FY 13 SALARIES</th>
<th>FY 14 POSITIONS</th>
<th>FY 14 SALARIES</th>
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</thead>
<tbody>
<tr>
<td>Pension &amp; Retirement</td>
<td>122,109</td>
<td>101,499</td>
<td>116,003</td>
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<td>Workers' Compensation</td>
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<td>20,111</td>
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<td>Health Benefits</td>
<td>232,788</td>
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<td>244,058</td>
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<tr>
<td>PEHP</td>
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<td>0</td>
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<tr>
<td>FICA</td>
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<td>85,381</td>
<td>87,975</td>
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</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td>2,030</td>
<td>2,380</td>
<td>2,380</td>
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<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>435,442</td>
<td>467,525</td>
<td>502,473</td>
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<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>43,553</td>
<td></td>
<td>0</td>
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<td></td>
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</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>15.60</td>
<td>1,418,291 *</td>
<td>17.00</td>
<td>1,595,295</td>
<td>17.00</td>
<td>1,662,503</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Professional Services are Enacted not Audited amounts*
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 '13 - '14 KEY GOALS:**

1. GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE

2. INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONES

3. UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT

4. FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td>1,092,266</td>
<td>1,244,827</td>
<td>1,497,120</td>
<td>1,556,479</td>
<td>1,556,479</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
<td>448,127</td>
<td>224,242</td>
<td>411,117</td>
<td>367,517</td>
<td>367,517</td>
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<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>37,632</td>
<td>43,211</td>
<td>37,400</td>
<td>37,400</td>
<td>37,400</td>
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<td>BUSINESS &amp; TRAVEL</td>
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<td>39,012</td>
<td>35,550</td>
<td>38,025</td>
<td>38,025</td>
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<tr>
<td>CAPITAL OUTLAY</td>
<td>0</td>
<td>4,840</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>MISCELLANEOUS</td>
<td>352,000</td>
<td>410,500</td>
<td>315,500</td>
<td>250,500</td>
<td>270,500</td>
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<tr>
<td>INTERGOVERNMENTAL</td>
<td>9,367</td>
<td>943</td>
<td>2,500</td>
<td>1,500</td>
<td>1,500</td>
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<tr>
<td>GRAND TOTAL</td>
<td>1,974,345</td>
<td>1,967,575</td>
<td>2,299,187</td>
<td>2,251,421</td>
<td>2,271,421</td>
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</tbody>
</table>

**FUNDING SOURCE:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>1,974,345</td>
<td>1,967,575</td>
<td>2,299,187</td>
<td>2,251,421</td>
<td>2,271,421</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>1,974,345</td>
<td>1,967,575</td>
<td>2,299,187</td>
<td>2,251,421</td>
<td>2,271,421</td>
</tr>
</tbody>
</table>
The ($27,766) net decrease in funding for Economic Development - Office of Economic Development is the result of:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>43,800</td>
<td>43,800</td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>27,382</td>
<td>27,382</td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>1,055,355</td>
<td>1,047,737</td>
<td>(7,618) Full Time Salaries</td>
</tr>
<tr>
<td></td>
<td>4,382</td>
<td>Salary adjustments based on the recommendations of the Department of Human Resources</td>
</tr>
<tr>
<td></td>
<td>(12,000)</td>
<td>Staff Turnover (1.14%)</td>
</tr>
<tr>
<td></td>
<td>(7,618)</td>
<td></td>
</tr>
<tr>
<td>247,320</td>
<td>233,616</td>
<td>(13,704) Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>94,982</td>
<td>104,774</td>
<td>9,792 Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>17,382</td>
<td>17,244</td>
<td>(138) Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>79,841</td>
<td>79,686</td>
<td>(155) FICA adjustment</td>
</tr>
<tr>
<td>15,600</td>
<td>0</td>
<td>(15,600) Data Processing Software - Maintenance - funds reallocated to the Department of Information &amp; Communication Technology (ICT) for consolidation of hardware/software</td>
</tr>
<tr>
<td>24,025</td>
<td>27,500</td>
<td>3,475 Line items significantly adjusted, based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,000</td>
<td>14,000</td>
<td>2,000 Office Equipment</td>
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<tr>
<td>3,000</td>
<td>2,000</td>
<td>(1,000) Delivery Charges</td>
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<tr>
<td>2,200</td>
<td>3,200</td>
<td>1,000 Other Supplies &amp; Materials</td>
</tr>
<tr>
<td>4,325</td>
<td>6,800</td>
<td>2,475 Membership Fees &amp; Dues</td>
</tr>
<tr>
<td>2,500</td>
<td>1,500</td>
<td>(1,000) Fleet Daily Carpool Rentals</td>
</tr>
<tr>
<td><strong>24,025</strong></td>
<td><strong>27,500</strong></td>
<td><strong>3,475</strong></td>
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FINANCIAL NOTES:

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<th>CHANGE</th>
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<tr>
<td>75,500</td>
<td>75,500</td>
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<tr>
<td>Other Advertising - continuation of County's National Marketing Campaign</td>
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</tr>
<tr>
<td>288,767</td>
<td>258,767</td>
<td>(30,000)</td>
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<tr>
<td>Other Professional Services:</td>
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<tr>
<td>2,500</td>
<td>2,500</td>
<td>0</td>
</tr>
<tr>
<td>Manufacturer &amp; Distribution Council Support</td>
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<td></td>
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<tr>
<td>70,000</td>
<td>70,000</td>
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<tr>
<td>Technology Master Plan - incubator program</td>
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<tr>
<td>3,000</td>
<td>3,000</td>
<td>0</td>
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<tr>
<td>School to Career Technology Initiative</td>
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<tr>
<td>102,267</td>
<td>52,267</td>
<td>(50,000)</td>
</tr>
<tr>
<td>Contractual Consultant/Marketing Services - eliminated one-time $50,000 in FY 13 budget</td>
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<td></td>
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<tr>
<td>16,000</td>
<td>16,000</td>
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<tr>
<td>To align future needs for the next round of BRAC</td>
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<td></td>
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<tr>
<td>5,000</td>
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<td>Md. Economic Development Association</td>
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<tr>
<td>20,000</td>
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<tr>
<td>Economic Alliance of Greater Baltimore</td>
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<tr>
<td>50,000</td>
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<td>Army Alliance</td>
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<td>10,000</td>
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<tr>
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<td>10,000</td>
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<td>Small Business Development Center</td>
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<td>20,000</td>
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<td>0</td>
</tr>
<tr>
<td>Harford's Entrepreneurs Edge*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*A partnership between Harford County Office of Economic Development, the Library, Harford County Chamber of Commerce, Harford County College, Harford Business Innovation Center, Northeastern Maryland Technology Council and the Small Business Technology Development Center to provide resources and support for start ups and entrepreneurs.
## DEPARTMENT: ECONOMIC DEVELOPMENT

## DIVISION: Office of Economic Development

## INDEX: 651000

### FINANCIAL NOTES:

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>185,000</td>
<td>140,000</td>
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**Grants & Contributions:**

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<tr>
<th>Title</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susquehanna Workforce Development</td>
<td>20,000</td>
<td>40,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Harford Business Innovation Center (HBIC)</td>
<td>165,000</td>
<td>100,000</td>
<td>(65,000)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>185,000</td>
<td>140,000</td>
<td>(45,000)</td>
</tr>
</tbody>
</table>

*Per Amendment #104 added $20,000 to the Susquehanna Workforce Network

**Rent for Swan Creek transferred to Procurement-Property Management for incubators

| o     | 130,500 | 130,500 | 0 |

**Other Grants:**

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100,000</td>
<td>Workforce Development Training</td>
</tr>
<tr>
<td>28,000</td>
<td>Economic Development Opportunity Fund</td>
</tr>
<tr>
<td>2,500</td>
<td>Chesapeake Science &amp; Security Corridor (CSSC) Micro Enterprise Fund*</td>
</tr>
<tr>
<td>130,500</td>
<td>*previously Edgewood Micro Enterprise Fund</td>
</tr>
<tr>
<td>POSITION TITLE</td>
<td>FY 12 POSITIONS</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>2.00</td>
</tr>
<tr>
<td>Administrative Secretary III</td>
<td>1.00</td>
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<tr>
<td>Administrative Specialist I</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Specialist II</td>
<td>0.00</td>
</tr>
<tr>
<td>Administrator</td>
<td>1.00</td>
</tr>
<tr>
<td>Dep. Director of Economic Development</td>
<td>1.00</td>
</tr>
<tr>
<td>Director of Economic Development</td>
<td>1.00</td>
</tr>
<tr>
<td>Economic Development Associate</td>
<td>5.00</td>
</tr>
<tr>
<td>Senior Economic Development Associate</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**FULL-TIME SALARIES**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>14.00</td>
<td>938,733</td>
<td>16.00</td>
<td>1,055,355</td>
</tr>
</tbody>
</table>

**SALARY OFFSET**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(101,355)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL FULL-TIME SALARIES**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14.00</td>
<td>837,378</td>
<td>16.00</td>
<td>1,055,355</td>
</tr>
</tbody>
</table>

**PART-TIME SALARIES**

| Administrative Assistant II | 0.60 | 31,612 | 0.00 | 0 | 0.00 | 0 |

**TOTAL PART-TIME SALARIES**

|                        | 0.60 | 31,612 | 0.00 | 0 | 0.00 | 0 |

**SALARY TOTAL**

|                        | 14.60 | 868,990 | 16.00 | 1,055,355 | 16.00 | 1,084,718 |
## DIVISION STAFF SUMMARY

**DEPARTMENT:** ECONOMIC DEVELOPMENT  
**DIVISION:** OFFICE OF ECONOMIC DEVELOPMENT  
Index No. 651000

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED FY 12</th>
<th>ENACTED FY 13</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POSITIONS</td>
<td>SALARIES</td>
<td>POSITIONS</td>
</tr>
<tr>
<td>Pension &amp; Retirement</td>
<td>112,969</td>
<td>94,982</td>
<td>108,472</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>5,691</td>
<td>17,382</td>
<td>17,837</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>221,133</td>
<td>247,320</td>
<td>233,616</td>
</tr>
<tr>
<td>PEHP</td>
<td>0</td>
<td>0</td>
<td>27,382</td>
</tr>
<tr>
<td>FICA</td>
<td>65,583</td>
<td>79,841</td>
<td>82,214</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,890</td>
<td>2,240</td>
<td>2,240</td>
</tr>
<tr>
<td><strong>TOTAL OTHER PERSONAL SERVICES</strong></td>
<td>407,266</td>
<td>441,765</td>
<td>471,761</td>
</tr>
<tr>
<td><strong>TOTAL 27TH PAY COST</strong></td>
<td>40,290</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PERSONAL SERVICES</strong></td>
<td>14.60</td>
<td>1,316,546 *</td>
<td>16.00</td>
</tr>
</tbody>
</table>

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Specialist I upgraded to an Administrative Specialist II - #3230
B - One (1) Economic Development Associate upgraded to a Senior Economic Development Associate - #2493

932
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$75,000</td>
<td>$75,000</td>
<td>$28,000</td>
<td>$28,000</td>
<td>$28,000</td>
</tr>
<tr>
<td>Number of staff</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of new Economic Development Opportunity Loan Fund applications</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Number of meetings with prospective clients and existing businesses</td>
<td>105</td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of time to process loan applications and loans</td>
<td>90 days</td>
<td>120 days</td>
<td>120 days</td>
<td>120 days</td>
<td>120 days</td>
</tr>
<tr>
<td><strong>Service Quality:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of client contacts that are followed-up within 24 hour</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Economic Development Opportunity Loan applications processed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

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 and facilitate collaboration with Aberdeen Proving Ground and the education community.

County Goal(s) Supported
IV. Economic Opportunity

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars allocated</td>
<td>$220,000</td>
<td>$235,000</td>
<td>$235,000</td>
<td>$235,000</td>
<td>$235,000</td>
</tr>
<tr>
<td>Number of staff</td>
<td>1</td>
<td>1</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of technology companies serviced, including incubator companies and defense contractors</td>
<td>47</td>
<td>26*</td>
<td>34</td>
<td>55</td>
<td>40</td>
</tr>
<tr>
<td>Number of expanding resident technology companies</td>
<td>11</td>
<td>8*</td>
<td>5*</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Number of technology related workshops held</td>
<td>2**</td>
<td>8**</td>
<td>18**</td>
<td>25</td>
<td>25</td>
</tr>
</tbody>
</table>

*Previously tracked as both new and expanding technology companies

**More workshops held through Harford Business Innovation Center and partnering with Procurement technical assistance program

<table>
<thead>
<tr>
<th>Efficiency:</th>
<th>Cost of conducting technology workshops</th>
<th>$2,900</th>
<th>$5,600</th>
<th>$6,200</th>
<th>$8,000</th>
<th>$10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Quality:</td>
<td>Percent of contacts from resident companies and company prospects responded to within 24 hours</td>
<td>95%</td>
<td>92%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Number of high value jobs created</td>
<td>220</td>
<td>140***</td>
<td>90</td>
<td>75</td>
<td>75</td>
</tr>
</tbody>
</table>

*Number is lower due to delay of contracts, Federal budget uncertainty with sequestration and implementation of BRAC complete

**More workshops held through Harford Business Innovation Center and partnering with Procurement technical assistance program

***Part-time Resource Manager at the Harford Business Innovation Center is now full-time

Explanation and Analysis of Performance Measures
Recruitment of technology companies, to include defense contractors, will provide higher wages for our citizens and establish our county as center for technology excellence.

Major Related Plans and Policies
OFFICE OF ECONOMIC DEVELOPMENT

ECONOMIC GROWTH

<table>
<thead>
<tr>
<th>Year</th>
<th>Attractions</th>
<th>Expansions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09</td>
<td>33</td>
<td>12</td>
</tr>
<tr>
<td>FY 10</td>
<td>37</td>
<td>15</td>
</tr>
<tr>
<td>FY 11</td>
<td>30</td>
<td>10</td>
</tr>
<tr>
<td>FY 12</td>
<td>22</td>
<td>18</td>
</tr>
<tr>
<td>FY 13</td>
<td>25</td>
<td>15</td>
</tr>
</tbody>
</table>
The Tourism and Marketing division was established in FY 2007 to concentrate on the promotion of Harford County, Maryland. The implementation of an advertising campaign and website 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 ‘13 - '14 KEY GOAL & OBJECTIVES**

5 IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM & MARKETING DOLLARS

- Increase total annual tourist visits to Harford County
- Increase total group businesses in Harford County facilities
- Increase website visits to www.harfordmaryland.com
- Increase free positive editorial coverage on Harford County

**ALL FUND SUMMARY:**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED</th>
<th>AUDITED</th>
<th>ORIGINAL</th>
<th>EXECUTIVE</th>
<th>ENACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 11</td>
<td>FY 12</td>
<td>FY 13</td>
<td>FY 14</td>
<td>FY 14</td>
</tr>
<tr>
<td><strong>SUMMARY BY CHARACTER:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 PERSONAL SERVICES</td>
<td>104,579</td>
<td>112,846</td>
<td>98,175</td>
<td>106,024</td>
<td>106,024</td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>4,856</td>
<td>4,438</td>
<td>60,092</td>
<td>50,492</td>
<td>50,492</td>
</tr>
<tr>
<td>30 SUPPLIES &amp; MATERIALS</td>
<td>20,023</td>
<td>20,392</td>
<td>17,900</td>
<td>17,400</td>
<td>17,400</td>
</tr>
<tr>
<td>40 BUSINESS &amp; TRAVEL</td>
<td>7,963</td>
<td>8,209</td>
<td>9,350</td>
<td>10,350</td>
<td>10,350</td>
</tr>
<tr>
<td>70 MISCELLANEOUS</td>
<td>59,592</td>
<td>59,592</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>197,013</td>
<td>205,477</td>
<td>185,517</td>
<td>184,266</td>
<td>184,266</td>
</tr>
<tr>
<td><strong>FUNDING SOURCE:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 GENERAL</td>
<td>197,013</td>
<td>205,477</td>
<td>185,517</td>
<td>184,266</td>
<td>184,266</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>197,013</td>
<td>205,477</td>
<td>185,517</td>
<td>184,266</td>
<td>184,266</td>
</tr>
</tbody>
</table>
**FINANCIAL NOTES:**

The ($1,251) net decrease in funding for Economic Development - Tourism & Marketing is the result of:

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>o</td>
<td>3,494</td>
<td>3,494</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY 13 Merit increase of 4% for eligible staff</td>
</tr>
<tr>
<td>o</td>
<td>4,564</td>
<td>4,564</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>PEHP (Post Employment Health Plan)</td>
</tr>
<tr>
<td>o</td>
<td>11,615</td>
<td>10,442</td>
<td>(1,173)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Health Benefits - adjusted for an anticipated 12% cost increase and staff opting for changes in level of coverage</td>
</tr>
<tr>
<td>o</td>
<td>6,517</td>
<td>7,242</td>
<td>725</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pension/Retirement rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>1,948</td>
<td>2,187</td>
<td>239</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Workers' Compensation rate adjustments per Treasury's estimates</td>
</tr>
<tr>
<td>o</td>
<td>54,592</td>
<td>44,992</td>
<td>(9,600)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other Advertising - funds reallocated to Information &amp; Communications Technology (ICT) for consolidation of hardware/software</td>
</tr>
<tr>
<td>o</td>
<td>10,700</td>
<td>11,200</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Line items significantly changed based on actual expense history:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audio Visual Supplies</td>
<td>4,500</td>
<td>4,000</td>
<td>(500)</td>
</tr>
<tr>
<td>Transportation Costs</td>
<td>500</td>
<td>1,000</td>
<td>500</td>
</tr>
<tr>
<td>Meals</td>
<td>400</td>
<td>700</td>
<td>300</td>
</tr>
<tr>
<td>Membership Fees &amp; Dues</td>
<td>2,000</td>
<td>2,500</td>
<td>500</td>
</tr>
<tr>
<td>Training Seminars</td>
<td>3,300</td>
<td>3,000</td>
<td>(300)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10,700</td>
<td>11,200</td>
<td>500</td>
</tr>
</tbody>
</table>
## DIVISION STAFF SUMMARY

**DEPARTMENT:** ECONOMIC DEVELOPMENT  
**DIVISION:** TOURISM & MARKETING  

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>ENACTED POSITIONS FY 12</th>
<th>ENACTED SALARIES FY 12</th>
<th>ENACTED POSITIONS FY 13</th>
<th>ENACTED SALARIES FY 13</th>
<th>ENACTED POSITIONS FY 14</th>
<th>ENACTED SALARIES FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Associate</td>
<td>1.00</td>
<td>70,306</td>
<td>1.00</td>
<td>72,415</td>
<td>1.00</td>
<td>75,312</td>
</tr>
<tr>
<td><strong>SALARY TOTAL</strong></td>
<td>1.00</td>
<td>70,306</td>
<td>1.00</td>
<td>72,415</td>
<td>1.00</td>
<td>75,312</td>
</tr>
</tbody>
</table>

### OTHER PERSONAL SERVICES

- **Pension & Retirement**: 9,140 6,517 7,531
- **Workers’ Compensation**: 1,863 1,948 2,274
- **Health Benefits**: 11,655 11,615 10,442
- **PEHP**: 0 0 4,564
- **FICA**: 5,378 5,540 5,761
- **Miscellaneous**: 140 140 140

**TOTAL OTHER PERSONAL SERVICES**: 28,176 25,760 30,712

**TOTAL 27TH PAY COST**: 3,263 0 0

**TOTAL PERSONAL SERVICES**: 1.00 101,745 * 1.00 98,175 1.00 106,024

*FY 12 Salaries and Other Personal Services are Enacted not Audited amounts*
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
OFFICE OF ECONOMIC DEVELOPMENT**
** All anticipated grants reported by Susquehanna Workforce Network, Inc.

% of Anticipated Grant Dollars by Funder

- State 100%

Anticipated Grant Award Dollars

- $1,670,240*

# 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 FY14 Grants

<table>
<thead>
<tr>
<th>TITLE OF GRANT</th>
<th>GRANT PURPOSE</th>
<th>Source of Anticipated Funding</th>
<th>Grant Dates</th>
<th>Recurring or One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Early Intervention</strong></td>
<td>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.</td>
<td>Federal: $72,182; Other: 7/1/13 - 6/30/14</td>
<td>Recurring</td>
<td></td>
</tr>
<tr>
<td><strong>Workforce Investment Act</strong></td>
<td>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.</td>
<td>Federal: $1,598,058; Other: 7/1/13 - 6/30/14</td>
<td>Recurring</td>
<td></td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td>$1,670,240</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED GRANT AWARDS</strong></td>
<td></td>
<td>$1,670,240</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

**All Anticipated grants reported by Susquehanna Workforce Network, Inc.**
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.

<table>
<thead>
<tr>
<th>ALL FUND SUMMARY:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAND TOTAL</td>
<td>62,508,462</td>
<td>81,581,710</td>
<td>73,957,018</td>
<td>72,509,853</td>
<td>80,935,134</td>
</tr>
<tr>
<td><strong>SUMMARY BY CHARACTER:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 CONTRACTUAL SERVICES</td>
<td>171,913</td>
<td>167,460</td>
<td>249,000</td>
<td>254,000</td>
<td>254,000</td>
</tr>
<tr>
<td>60 DEBT SERVICE</td>
<td>62,336,549</td>
<td>81,414,250</td>
<td>73,708,018</td>
<td>72,255,853</td>
<td>80,681,134</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>62,508,462</strong></td>
<td><strong>81,581,710</strong></td>
<td><strong>73,957,018</strong></td>
<td><strong>72,509,853</strong></td>
<td><strong>80,935,134</strong></td>
</tr>
<tr>
<td><strong>SUMMARY BY FUND:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 GENERAL</td>
<td>38,811,545</td>
<td>57,668,150</td>
<td>48,260,231</td>
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<tr>
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<td>621,792</td>
<td>1,241,578</td>
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<td>27 AG PRESERVATION - COUNTY</td>
<td>4,065,938</td>
<td>4,278,798</td>
<td>6,324,868</td>
<td>5,323,395</td>
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<tr>
<td>31 TAX INCREMENT FINANCING</td>
<td>1,146,834</td>
<td>829,371</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>9,525,461</td>
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<td>53 WATER &amp; SEWER DEBT SERVICE</td>
<td>15,282,737</td>
<td>15,016,747</td>
<td>15,474,439</td>
<td>14,118,789</td>
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<tr>
<td>55 SOLID WASTE SERVICES</td>
<td>2,579,616</td>
<td>2,547,066</td>
<td>2,117,965</td>
<td>1,669,295</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>62,508,462</strong></td>
<td><strong>81,581,710</strong></td>
<td><strong>73,957,018</strong></td>
<td><strong>72,509,853</strong></td>
<td><strong>80,935,314</strong></td>
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## DEBT SERVICE

### ALL FUND SUMMARY:

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<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTED PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<td>661110 PRINCIPAL GENERAL FUND</td>
<td>19,579,056</td>
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<td>3,592,144</td>
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<td>141,544</td>
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<td>7,934</td>
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<td>1,155,834</td>
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<td>66,609</td>
<td>32,119</td>
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<td>1,116,128</td>
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<td>3,081,180</td>
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<td>661530 PRINCIPAL W &amp; S DEBT SERVICE FUND</td>
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<td>9,388,779</td>
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<td>662530 INTEREST W &amp; S DEBT SERVICE FUND</td>
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<td>5,400,600</td>
<td>5,465,676</td>
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<td>664530 SERVICE COSTS W &amp; S DEBT SERVICE FUND</td>
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<td>311,806</td>
<td>422,000</td>
<td>422,000</td>
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<td>665530 LEASE FINANCE PRINCIPAL W &amp; S DEBT SERVICE</td>
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<td>250,151</td>
<td>187,545</td>
<td>193,444</td>
<td>193,444</td>
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<td>666530 LEASE FINANCE INTEREST W &amp; S DEBT SERVICE</td>
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<td>18,093</td>
<td>10,439</td>
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<td>4,540</td>
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<td>1,330,000</td>
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<td>1,470,000</td>
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<td>662550 INTEREST SOLID WASTE SERVICES</td>
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<td>220,500</td>
<td>150,675</td>
<td>77,175</td>
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<td>100,000</td>
<td>100,000</td>
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<tr>
<td>665550 LEASE FINANCE PRINCIPAL SOLID WASTE MGT</td>
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<td>900,160</td>
<td>414,370</td>
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<td>666550 LEASE FINANCE INTEREST SOLID WASTE MGT</td>
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<td>96,406</td>
<td>52,920</td>
<td>22,120</td>
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</tbody>
</table>

**GRAND TOTAL**: 62,508,462 81,581,710 73,957,018 72,509,853 80,935,314
Harford County went to the bond market February 19, 2013 for a $114,660,000 bond sale ($40,000,000 in Consolidated Public Improvement Bonds - Series 2013A and $74,660,000 in Refunding Bonds - Series 2013B). The County received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of February 19, 2013.

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 14 Approved Capital Budget:

<table>
<thead>
<tr>
<th>General Capital:</th>
<th>Sheriff/Emergency/Fire:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizens Care Center</td>
<td>New Emergency Operations Center Complex</td>
</tr>
<tr>
<td>Courthouse Building Repairs</td>
<td>700 MHz Wireless Radio System</td>
</tr>
<tr>
<td>45 South Main St. - Additional Emergency Power</td>
<td>Total Sheriff/Emergency/Fire</td>
</tr>
<tr>
<td>Harford County Southern Resource Annex</td>
<td>18,605,000</td>
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<tr>
<td>HMAN (Harford County Metro Area Network)</td>
<td></td>
</tr>
<tr>
<td>New Administration Building</td>
<td></td>
</tr>
<tr>
<td><strong>Total General</strong></td>
<td><strong>(94,440)</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Harford Community College:</th>
<th>Libraries:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edgewood Hall Renovation and Expansion</td>
<td>Churchville Branch</td>
</tr>
<tr>
<td>New Nursing and Allied Health Building</td>
<td>(5,112,500)</td>
</tr>
<tr>
<td><strong>Total Harford Community College</strong></td>
<td><strong>Total Libraries</strong></td>
</tr>
<tr>
<td>4,058,000</td>
<td>(5,112,500)</td>
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</table>

<table>
<thead>
<tr>
<th>Board of Education:</th>
<th>Tax Increment Financing:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fallston HS Comprehensive HVAC Systemic Project</td>
<td>James Run TIF Improvements</td>
</tr>
<tr>
<td>Havre de Grace High School Replacement</td>
<td>Total Tax Increment Financing</td>
</tr>
<tr>
<td>Joppotowne High School Systemic Project</td>
<td>14,614,036</td>
</tr>
<tr>
<td>Magnolia MS Comprehensive HVAC</td>
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</tr>
<tr>
<td>Norrisville ES Comprehensive HVAC Systemic Project</td>
<td></td>
</tr>
<tr>
<td>North Harford ES Comprehensive HVAC</td>
<td></td>
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<tr>
<td>Youth's Benefit Elementary School Replacement</td>
<td></td>
</tr>
<tr>
<td><strong>Total Board of Education</strong></td>
<td><strong>27,048,940</strong></td>
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**TOTAL GENERAL FUND PROJECTS** 60,619,036
<table>
<thead>
<tr>
<th>PRINCIPAL PAYMENTS:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td>6101 County Bonds</td>
<td>7,110,424</td>
<td>7,727,395</td>
<td>7,499,922</td>
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<td>6101 Current/Advance Refunding</td>
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<td>7,313,825</td>
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<tr>
<td>6103 School Bonds</td>
<td>9,875,706</td>
<td>15,020,096</td>
<td>16,887,929</td>
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<td>17,454,984</td>
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<tr>
<td>6105 College Bonds</td>
<td>1,270,095</td>
<td>1,266,915</td>
<td>1,831,502</td>
<td>2,191,614</td>
<td>2,191,614</td>
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<tr>
<td>6112 Notes</td>
<td>335,438</td>
<td>1,785,701</td>
<td>400,701</td>
<td>286,701</td>
<td>286,701</td>
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<tr>
<td>6114 Solid Waste Services</td>
<td>987,393</td>
<td>1,207,158</td>
<td>1,203,891</td>
<td>1,113,013</td>
<td>1,113,013</td>
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<tr>
<td>TOTAL PRINCIPAL PAYMENTS</td>
<td>19,579,056</td>
<td>34,321,090</td>
<td>27,823,945</td>
<td>28,872,951</td>
<td>28,872,951</td>
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<table>
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<tr>
<th>INTEREST PAYMENTS:</th>
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<tr>
<td>6201 County Bonds</td>
<td>3,283,614</td>
<td>3,737,215</td>
<td>3,759,324</td>
<td>3,782,470</td>
<td>3,782,470</td>
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<tr>
<td>6203 School Bonds</td>
<td>11,301,566</td>
<td>13,736,296</td>
<td>13,467,685</td>
<td>13,173,669</td>
<td>13,173,669</td>
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<tr>
<td>6205 College Bonds</td>
<td>712,305</td>
<td>703,461</td>
<td>931,860</td>
<td>1,184,403</td>
<td>1,184,403</td>
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<tr>
<td>6212 Notes</td>
<td>207,346</td>
<td>154,925</td>
<td>98,760</td>
<td>84,760</td>
<td>84,760</td>
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<tr>
<td>6214 Solid Waste Services</td>
<td>673,824</td>
<td>749,710</td>
<td>792,871</td>
<td>836,579</td>
<td>836,579</td>
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<tr>
<td>TOTAL INTEREST PAYMENTS</td>
<td>16,178,655</td>
<td>19,081,607</td>
<td>19,050,500</td>
<td>19,061,881</td>
<td>19,061,881</td>
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</tbody>
</table>

| TOTAL PAYMENTS | 35,757,711 | 53,402,697 | 46,874,445 | 47,934,832 | 47,934,832 |

944
### FY 14 General Fund Principal & Interest Payments

#### County Bonds:

<table>
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<tr>
<th>Year</th>
<th>Bonds</th>
<th>Principal</th>
<th>Interest</th>
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</thead>
<tbody>
<tr>
<td>2004</td>
<td>Bonds</td>
<td>1,115,364</td>
<td>39,037</td>
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<td>2005</td>
<td>Bonds</td>
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<td>Bonds</td>
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<td>993,293</td>
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<td>2009</td>
<td>Refunding Bonds</td>
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<td>Refunding Bonds</td>
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<td>Series A</td>
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<tr>
<td>2010</td>
<td>Series B</td>
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<td>Refunding Bonds</td>
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<td>Bonds</td>
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<tr>
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<td>Bonds</td>
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<td>322,534</td>
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**Total County Bonds:**

<table>
<thead>
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<th>Principal</th>
<th>Interest</th>
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<tr>
<td>7,826,639</td>
<td>3,782,470</td>
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#### School Bonds:

<table>
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<th>Principal</th>
<th>Interest</th>
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<td>Bonds</td>
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<td>Refunding Bonds</td>
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<td>Bonds</td>
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<td>3,238,481</td>
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<td>Refunding Bonds</td>
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<td>Series A</td>
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<td>Series B</td>
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<td>Refunding Bonds</td>
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<td>Bonds</td>
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<td>453,214</td>
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<td>Bonds</td>
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<td>461,880</td>
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**Total School Bonds:**

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<th>Interest</th>
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<td>17,454,984</td>
<td>13,173,669</td>
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#### College Bonds:

<table>
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<th>Bonds</th>
<th>Principal</th>
<th>Interest</th>
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</thead>
<tbody>
<tr>
<td>2004</td>
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<td>Bonds</td>
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<td>2007</td>
<td>Bonds</td>
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<td>271,793</td>
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<td>2009</td>
<td>Refunding Bonds</td>
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<tr>
<td>2009</td>
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<td>Series B</td>
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<tr>
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<td>Refunding Bonds</td>
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<td>45,935</td>
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<tr>
<td>2012</td>
<td>Bonds</td>
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<tr>
<td>2013</td>
<td>Bonds</td>
<td>468,250</td>
<td>312,198</td>
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</table>

**Total College Bonds:**

<table>
<thead>
<tr>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,191,614</td>
<td>1,184,403</td>
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</tbody>
</table>
### FY 14 General Fund Principal & Interest Payments

<table>
<thead>
<tr>
<th>SOLID WASTE SERVICES:</th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999 Water Quality Refunding Bonds</td>
<td>99,242</td>
<td>22,079</td>
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<tr>
<td>2005 Bonds</td>
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</tr>
<tr>
<td>2007 Bonds</td>
<td>265,276</td>
<td>156,845</td>
</tr>
<tr>
<td>2009 Refunding Bonds</td>
<td>35,676</td>
<td>4,298</td>
</tr>
<tr>
<td>2009 Bonds</td>
<td>200,000</td>
<td>241,439</td>
</tr>
<tr>
<td>2010 Series A</td>
<td>232,200</td>
<td>90,945</td>
</tr>
<tr>
<td>2010 Series B</td>
<td>0</td>
<td>136,534</td>
</tr>
<tr>
<td>2012 Bonds</td>
<td>132,500</td>
<td>86,684</td>
</tr>
<tr>
<td>2013 Bonds</td>
<td>132,500</td>
<td>88,343</td>
</tr>
<tr>
<td><strong>TOTAL SOLID WASTE SERVICES</strong></td>
<td><strong>1,113,013</strong></td>
<td><strong>836,579</strong></td>
</tr>
</tbody>
</table>

### NOTES:

Principal & Interest on Short Term Financing:

<table>
<thead>
<tr>
<th></th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>PACA LTD</td>
<td>0</td>
<td>74,750</td>
</tr>
<tr>
<td>Stuart Terrace</td>
<td>701</td>
<td>0</td>
</tr>
<tr>
<td>Preston</td>
<td>286,000</td>
<td>10,010</td>
</tr>
<tr>
<td><strong>TOTAL NOTES</strong></td>
<td><strong>286,701</strong></td>
<td><strong>84,760</strong></td>
</tr>
</tbody>
</table>

**TOTAL GENERAL FUND PRINCIPAL & INTEREST**

<table>
<thead>
<tr>
<th></th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28,872,951</td>
<td>19,061,881</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRINCIPAL PAYMENTS:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6101 County Bonds</td>
<td>7,934</td>
<td>7,934</td>
<td>41,000</td>
<td>200,500</td>
<td>200,500</td>
</tr>
<tr>
<td>TOTAL PRINCIPAL PAYMENTS</td>
<td>7,934</td>
<td>7,934</td>
<td>41,000</td>
<td>200,500</td>
<td>200,500</td>
</tr>
<tr>
<td>INTEREST PAYMENTS:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6201 County Bonds</td>
<td>595</td>
<td>198</td>
<td>27,336</td>
<td>138,077</td>
<td>138,077</td>
</tr>
<tr>
<td>TOTAL INTEREST PAYMENTS</td>
<td>595</td>
<td>198</td>
<td>27,336</td>
<td>138,077</td>
<td>138,077</td>
</tr>
<tr>
<td>TOTAL PAYMENTS</td>
<td>8,529</td>
<td>8,132</td>
<td>68,336</td>
<td>338,577</td>
<td>338,577</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRINCIPAL PAYMENTS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6113 Agricultural Preservation</td>
<td>920,544</td>
<td>1,116,128</td>
<td>2,995,399</td>
<td>2,090,108</td>
<td>2,090,108</td>
</tr>
<tr>
<td><strong>TOTAL PRINCIPAL PAYMENTS</strong></td>
<td>920,544</td>
<td>1,116,128</td>
<td>2,995,399</td>
<td>2,090,108</td>
<td>2,090,108</td>
</tr>
<tr>
<td><strong>INTEREST PAYMENTS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6213 Agricultural Preservation</td>
<td>3,130,911</td>
<td>3,081,180</td>
<td>3,279,469</td>
<td>3,173,287</td>
<td>3,173,287</td>
</tr>
<tr>
<td><strong>TOTAL INTEREST PAYMENTS</strong></td>
<td>3,130,911</td>
<td>3,081,180</td>
<td>3,279,469</td>
<td>3,173,287</td>
<td>3,173,287</td>
</tr>
<tr>
<td><strong>TOTAL PAYMENTS</strong></td>
<td>4,051,455</td>
<td>4,197,308</td>
<td>6,274,868</td>
<td>5,263,395</td>
<td>5,263,395</td>
</tr>
</tbody>
</table>
DEPARTMENT: DEBT SERVICE
DIVISION: Debt Service - 661310 Principal, 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.

<table>
<thead>
<tr>
<th>INTEREST PAYMENTS:</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6201 County Bonds</td>
<td></td>
<td>0</td>
<td>810,833</td>
<td>1,050,000</td>
<td>1,050,000</td>
</tr>
<tr>
<td>Beech Creek</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Run</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,120,000</td>
</tr>
</tbody>
</table>

| TOTAL INTEREST PAYMENTS     | 0             | 810,833       | 1,050,000             | 1,050,000                | 3,120,000     |
Harford County went to the bond market February 19, 2013 for a $114,660,000 bond sale ($40,000,000 in Consolidated Public Improvement Bonds - Series 2013A and $74,660,000 in Refunding Bonds - Series 2013B). The County received the highest rating possible from two of three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of February 19, 2013.

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 14 Approved Capital Budget:

**Sewer Projects**
- Bynum Run Parallel 6 & 7 6,000,000

**TOTAL SEWER PROJECTS** 6,000,000
## DEPARTMENT: DEBT SERVICE

### DIVISION: Debt Service - 661530 Principal, 662530 Interest

### Water & Sewer Debt Service Funds

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRINCIPAL PAYMENTS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6102 State Loans</td>
<td>2,376,376</td>
<td>2,119,934</td>
<td>1,646,068</td>
<td>319,539</td>
<td>319,539</td>
</tr>
<tr>
<td>6106 Water &amp; Sewer Bonds</td>
<td>7,933,026</td>
<td>6,877,991</td>
<td>7,702,675</td>
<td>7,135,992</td>
<td>7,135,992</td>
</tr>
<tr>
<td>6109 Farmers Home Loans</td>
<td>36,627</td>
<td>38,172</td>
<td>40,039</td>
<td>41,865</td>
<td>41,865</td>
</tr>
<tr>
<td>6115 DBED Loan</td>
<td>36,089</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PRINCIPAL PAYMENTS</strong></td>
<td>10,382,118</td>
<td>9,036,097</td>
<td>9,388,782</td>
<td>7,497,396</td>
<td>7,497,396</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTEREST PAYMENTS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6202 State Loans</td>
<td>253,559</td>
<td>178,746</td>
<td>116,725</td>
<td>66,261</td>
<td>66,261</td>
</tr>
<tr>
<td>6206 Water &amp; Sewer Bonds</td>
<td>4,381,851</td>
<td>5,160,570</td>
<td>5,289,535</td>
<td>5,877,556</td>
<td>5,877,556</td>
</tr>
<tr>
<td>6209 Farmers Home Loans</td>
<td>62,829</td>
<td>61,284</td>
<td>59,416</td>
<td>57,592</td>
<td>57,592</td>
</tr>
<tr>
<td>6215 DBED Loan</td>
<td>676</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL INTEREST PAYMENTS</strong></td>
<td>4,698,915</td>
<td>5,400,600</td>
<td>5,465,676</td>
<td>6,001,409</td>
<td>6,001,409</td>
</tr>
</tbody>
</table>

**TOTAL PAYMENTS**: 15,081,033 14,436,697 14,854,458 13,498,805 13,498,805
## HARFORD COUNTY, MARYLAND
### FY 14 WATER & SEWER DEBT SERVICE
#### PRINCIPAL & INTEREST PAYMENTS

<table>
<thead>
<tr>
<th></th>
<th>PRINCIPAL</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STATE LOANS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1999 Loans</td>
<td>68,781</td>
<td>10,472</td>
</tr>
<tr>
<td>1999 Refunding</td>
<td>250,758</td>
<td>55,789</td>
</tr>
<tr>
<td><strong>TOTAL STATE LOANS</strong></td>
<td>319,539</td>
<td>66,261</td>
</tr>
<tr>
<td><strong>WATER &amp; SEWER BONDS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004 Bonds</td>
<td>200,000</td>
<td>7,000</td>
</tr>
<tr>
<td>2005 Bonds</td>
<td>337,663</td>
<td>203,481</td>
</tr>
<tr>
<td>2007 Bonds</td>
<td>1,500,000</td>
<td>952,250</td>
</tr>
<tr>
<td>2009 Refunding Bonds</td>
<td>533,336</td>
<td>64,262</td>
</tr>
<tr>
<td>2009 Bonds</td>
<td>796,667</td>
<td>961,726</td>
</tr>
<tr>
<td>2010 Refunding Bonds</td>
<td>64,429</td>
<td>23,576</td>
</tr>
<tr>
<td>2010 Series A</td>
<td>2,325,600</td>
<td>1,129,489</td>
</tr>
<tr>
<td>2010 Series B</td>
<td>0</td>
<td>1,586,081</td>
</tr>
<tr>
<td>2012 Refunding Bonds</td>
<td>14,797</td>
<td>49,128</td>
</tr>
<tr>
<td>2012 Bonds</td>
<td>681,750</td>
<td>446,017</td>
</tr>
<tr>
<td>2013 Bonds</td>
<td>681,750</td>
<td>454,546</td>
</tr>
<tr>
<td><strong>TOTAL WATER &amp; SEWER BONDS</strong></td>
<td>7,135,992</td>
<td>5,877,556</td>
</tr>
<tr>
<td><strong>FARMERS HOME LOAN:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Loan 2001 - Whiteford</td>
<td>29,884</td>
<td>35,912</td>
</tr>
<tr>
<td>Home Loan 2004 - Old Joppa</td>
<td>5,145</td>
<td>7,468</td>
</tr>
<tr>
<td>Oaklyn Manor</td>
<td>6,836</td>
<td>14,212</td>
</tr>
<tr>
<td><strong>TOTAL FARMERS HOME LOAN</strong></td>
<td>41,865</td>
<td>57,592</td>
</tr>
<tr>
<td><strong>TOTAL WATER &amp; SEWER DEBT SERVICE PRINCIPAL &amp; INTEREST</strong></td>
<td>7,497,396</td>
<td>6,001,409</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Lease Finance - 665110 Principal Payments</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6107 Lease Purchase Principal Payments: 2009 Fleet Lease</td>
<td>1,443,877</td>
<td>2,156,120</td>
<td>678,046</td>
<td>699,373</td>
<td>699,373</td>
</tr>
<tr>
<td>6133 2007 School Lease</td>
<td>1,310,888</td>
<td>1,360,707</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6135 2007 College Lease</td>
<td>72,559</td>
<td>75,317</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL PRINCIPAL PAYMENTS</strong></td>
<td><strong>2,827,324</strong></td>
<td><strong>3,592,144</strong></td>
<td><strong>678,046</strong></td>
<td><strong>699,373</strong></td>
<td><strong>699,373</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lease Finance - 666110 Interest Payments</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6207 Lease Purchase Interest Payments: 2009 Fleet Lease</td>
<td>97,326</td>
<td>100,869</td>
<td>37,740</td>
<td>16,413</td>
<td>16,413</td>
</tr>
<tr>
<td>6233 2007 School Lease</td>
<td>88,362</td>
<td>38,542</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6235 2007 College Lease</td>
<td>4,891</td>
<td>2,133</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL INTEREST PAYMENTS</strong></td>
<td><strong>190,579</strong></td>
<td><strong>141,544</strong></td>
<td><strong>37,740</strong></td>
<td><strong>16,413</strong></td>
<td><strong>16,413</strong></td>
</tr>
</tbody>
</table>

**TOTAL LEASE FINANCE PAYMENTS** 3,017,903 3,733,688 715,786 715,786 715,786
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.

<table>
<thead>
<tr>
<th>Lease Finance - 665250 Principal Payments</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6107 Lease Purchase Principal Payments: 2009 Fleet Lease</td>
<td>574,536</td>
<td>1,155,834</td>
<td>577,060</td>
<td>595,211</td>
<td>595,211</td>
</tr>
<tr>
<td><strong>TOTAL PRINCIPAL PAYMENTS</strong></td>
<td>574,536</td>
<td>1,155,834</td>
<td>577,060</td>
<td>595,211</td>
<td>595,211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lease Finance - 666250 Interest Payments</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ENACTED FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6207 Lease Purchase Interest Payments: 2009 Fleet Lease</td>
<td>38,727</td>
<td>66,609</td>
<td>32,119</td>
<td>13,968</td>
<td>13,968</td>
</tr>
<tr>
<td><strong>TOTAL INTEREST PAYMENTS</strong></td>
<td>38,727</td>
<td>66,609</td>
<td>32,119</td>
<td>13,968</td>
<td>13,968</td>
</tr>
</tbody>
</table>

| TOTAL LEASE FINANCE PAYMENTS            | 613,263       | 1,222,443     | 609,179       | 609,179                  | 609,179       |
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.

<table>
<thead>
<tr>
<th>Lease Finance - 665530 Principal Payments</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6136 Lease Purchase Principal Payments: 2009 Fleet Lease</td>
<td>65,824</td>
<td>250,151</td>
<td>187,545</td>
<td>193,444</td>
<td>193,444</td>
</tr>
<tr>
<td>TOTAL PRINCIPAL PAYMENTS</td>
<td>65,824</td>
<td>250,151</td>
<td>187,545</td>
<td>193,444</td>
<td>193,444</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lease Finance - 666530 Interest Payments</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>6236 Lease Purchase Interest Payments: 2009 Fleet Lease</td>
<td>4,437</td>
<td>18,093</td>
<td>10,439</td>
<td>4,540</td>
<td>4,540</td>
</tr>
<tr>
<td>TOTAL INTEREST PAYMENTS</td>
<td>4,437</td>
<td>18,093</td>
<td>10,439</td>
<td>4,540</td>
<td>4,540</td>
</tr>
</tbody>
</table>

TOTAL LEASE FINANCE PAYMENTS | 70,261 | 268,244 | 197,984 | 197,984 | 197,984 |
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.

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease Purchase Principal Payments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WTE Lease</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WTE Retrofit</td>
<td>1,470,000</td>
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| TOTAL LEASE FINANCE PAYMENTS | 2,579,616 | 2,547,066 | 2,017,965 | 1,569,295 | 1,569,295 |
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.

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### DIVISION: Service Costs - 664250 Highways Fund

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#### DIVISION: Service Costs - 664270 AG Preservation - County

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**DEPARTMENT: DEBT SERVICE**

**DIVISION: Service Costs - 664310 Tax Increment Financing**

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## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664530 Water & Sewer Debt Service

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### DEPARTMENT: DEBT SERVICE

**DIVISION: Service Costs - 664550 Solid Waste Services - Waste to Energy Plant**

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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 $10,000 deductible for physical damage to County owned vehicles.

ALL FUND SUMMARY:

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<th>AUDITED FY 12</th>
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SUMMARY BY CHARACTER:
## INSURANCE

### ALL FUND SUMMARY:

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### SUMMARY BY FUND:

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### SUMMARY BY DIVISION:

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## INSURANCE

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<td><strong>1,627,698</strong></td>
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</table>
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.
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:**

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<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<td><strong>6,177,956</strong></td>
<td><strong>6,192,963</strong></td>
<td><strong>7,024,346</strong></td>
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<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>25 HIGHWAYS</td>
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<td>1,043,512</td>
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<tr>
<td>51 WATER AND SEWER</td>
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<td>392,990</td>
<td>430,726</td>
<td>499,013</td>
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<td><strong>GRAND TOTAL</strong></td>
<td><strong>4,476,547</strong></td>
<td><strong>6,177,956</strong></td>
<td><strong>6,192,963</strong></td>
<td><strong>7,024,346</strong></td>
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<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
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<td><strong>SUMMARY BY DIVISION:</strong></td>
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<tr>
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<td>5,267,380</td>
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<td>681250 HIGHWAYS BENEFITS</td>
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<td>681510 WATER AND SEWER BENEFITS</td>
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<td>392,990</td>
<td>430,726</td>
<td>499,013</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>4,476,547</strong></td>
<td><strong>6,177,956</strong></td>
<td><strong>6,192,963</strong></td>
<td><strong>7,024,346</strong></td>
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**DEPARTMENT:** BENEFITS  
**DIVISION:** BENEFITS  
**INDEX:** 681110

### GENERAL FUND BENEFITS  
**INDEX # 681110**

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<tr>
<th>Item</th>
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<td>for Liquor Board employees in the State Retirement &amp; Pension Plans</td>
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<td><strong>TOTAL INDEX</strong></td>
<td>3,140,737</td>
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### DEPARTMENT: BENEFITS
### DIVISION: BENEFITS
### INDEX: 681250, 681510

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<th>EXECUTIVE PROPOSED FY 14</th>
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<tr>
<td><strong>HIGHWAYS FUND BENEFITS</strong></td>
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</tr>
<tr>
<td>INDEX # 681250</td>
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<tr>
<td>Per actuarial</td>
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<td></td>
<td></td>
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<tr>
<td><strong>TOTAL INDEX</strong></td>
<td>1,058,515</td>
<td>1,343,613</td>
<td>1,043,512</td>
<td>1,257,953</td>
<td>1,257,953</td>
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</table>

| **WATER & SEWER FUND BENEFITS** |               |               |               |                           |               |
| INDEX # 681510          |               |               |               |                           |               |
| 1301 Workers’ Compensation | 20,000        | 122,374       | 0             | 48,000                    | 48,000        |
| 1399 Other Health Insurance | (69,029)      | (175,317)     | 0             | 0                         | 0             |
| Health Care Consortium Call |             |               |               |                           |               |
| No funding required for FY 14 |           |               |               |                           |               |
| 2505 Unemployment Insurance | 3,870         | 0             | 9,000         | 9,000                     | 9,000         |
| 2507 Death Benefits  | 0             | 0             | 2,000         | 2,000                     | 2,000         |
| 2514 Retiree's Insurance | 322,454       | 445,933       | 419,726       | 440,013                   | 440,013       |
| Per actuarial        |               |               |               |                           |               |
| **TOTAL INDEX**      | 277,295       | 392,990       | 430,726       | 499,013                   | 499,013       |
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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 14 are allocated to the following budgets: General Fund, Highways Fund, and Water and Sewer.

The General Fund Paygo account also includes funding allocations for Closure Reserve, Rural Legacy Program and 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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tr>
<td>MISCELLANEOUS</td>
<td>10,643,428</td>
<td>21,624,741</td>
<td>39,360,360</td>
<td>34,760,274</td>
<td>31,599,540</td>
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<td>GRAND TOTAL</td>
<td>10,643,428</td>
<td>21,624,741</td>
<td>39,360,360</td>
<td>34,760,274</td>
<td>31,599,540</td>
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</table>

SUMMARY BY CHARACTER:
## Paygo

### All Fund Summary:

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<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
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<tbody>
<tr>
<td>11</td>
<td>3,798,828</td>
<td>17,802,225</td>
<td>16,745,328</td>
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<tr>
<td>25</td>
<td>6,686,200</td>
<td>15,280,135</td>
<td>9,480,762</td>
</tr>
<tr>
<td>29</td>
<td>0</td>
<td>6,600,000</td>
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</tr>
<tr>
<td>51</td>
<td>158,400</td>
<td>5,313,450</td>
<td>5,373,450</td>
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</table>

**Grand Total:** 10,643,428 21,624,741 39,360,360 34,760,274 31,599,540

### Summary by Fund:

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<thead>
<tr>
<th>Fund</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
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<tr>
<td>11</td>
<td>3,798,828</td>
<td>9,688,918</td>
<td>17,802,225</td>
<td>13,291,062</td>
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<tr>
<td>25</td>
<td>6,686,200</td>
<td>10,245,000</td>
<td>15,280,135</td>
<td>9,555,762</td>
</tr>
<tr>
<td>29</td>
<td>0</td>
<td>0</td>
<td>6,600,000</td>
<td>0</td>
</tr>
<tr>
<td>51</td>
<td>158,400</td>
<td>1,690,823</td>
<td>6,278,000</td>
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</table>

**Grand Total:** 10,643,428 21,624,741 39,360,360 34,760,274 31,599,540

### Summary by Division:

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<tr>
<th>Division</th>
<th>FY 11</th>
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<td>13,241,062</td>
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<td>50,000</td>
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<tr>
<td>705250</td>
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<td>1,690,823</td>
<td>6,278,000</td>
<td>5,313,450</td>
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</table>

**Grand Total:** 10,643,428 21,624,741 39,360,360 34,760,274 31,599,540

974
| Department: PAYGO |
| Division: PAYGO GENERAL FUND |
| Index No. 705110 |

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<th>EXECUTED BUDGET FY 14</th>
<th>ENACTED FY 14</th>
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<td>7601 CAPITAL IMPROVEMENTS</td>
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<td>9,688,918</td>
<td>17,752,225</td>
<td>13,241,062</td>
<td>16,501,062</td>
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<tr>
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<td>3,798,828</td>
<td>9,688,918</td>
<td>17,752,225</td>
<td>13,241,062</td>
<td>16,501,062</td>
</tr>
</tbody>
</table>

For FY 14 General Fund Paygo funds, amounting to $16,501,062 will provide for the following capital projects:

**GENERAL:**
- Facilities Repair Program: 750,000
- Fleet Replacement: 900,000
- Havre de Grace Opera House Renovations: 250,000
- Hosanna School: 240,000
- Infrastructure Efficiency Capital Investment: 25,000
- MD 924 Small Area Corridor Plan: 60,000
- Refresh Program: 300,000
- Safeguarding Business Operations: 259,647
- Underground & Aboveground Storage Tank Mgt.: 50,000

**Total General Projects:** 2,834,647

**LIBRARIES:**
- Facility Renovations: 66,374
- Technology: 100,000

**Total Libraries Projects:** 166,374

**SHERIFF/EMERGENCY/FIRE:**
- Computer Equipment/Networks: 125,000
- Public Safety Communication in School Buildings: 100,000
- TRT Equipment: 110,000
- Joppa Magnolia Fire Station Expansion: 700,000
- Susquehanna Hose Co House #3 Expansion: 250,000

**Total Sheriff/Emergency/Fire Projects:** 1,285,000

**BOARD OF EDUCATION:**
- Aberdeen High School Stadium & Weight Room Upgrades: 1,600,000
- ADA Improvements: 100,000
- Athletic Fields Repair & Renovation: 70,000
- Building Envelope Improvements: 200,000
- Edgewood Middle School Computer Laboratory: 115,000
- Homestead/Wakefield Electrical Support for Technology: 250,000
- Joppatowne High School Weight Room Repairs: 250,000
- Music Equipment Refresh Program: 50,000
- Music Technology Labs Program: 150,000
- Playground Equipment: 350,000
- Roof Replacements 14 George D Lisby ES: 272,041
- Security Initiative Program for Schools: 640,000
- Stadium Upgrades - Joppatowne High School: 300,000

**Total Board of Education Projects:** 5,573,041

**SOLID WASTE SERVICES:**
- Air Pollution Control: (300,000)
- 814 Philadelphia Road Structure Demolition: 100,000
- Former Spencers Landfill Closure (East Side): 6,300,000
- Full Cost Accounting Study: 300,000
- Tollgate Landfill Gas System: 350,000
- Tollgate Yard Trim Recycling Center: (350,000)

**Total Solid Waste Services Projects:** 6,400,000

**PARKS AND RECREATION:**
- McFaul Activity Center Renovations: 242,000

**Total Parks and Recreation Projects:** 242,000
DEPARTMENT: PAYGO
DIVISION: PAYGO HIGHWAYS FUND
Index No. 705250

<table>
<thead>
<tr>
<th></th>
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<td>9,555,762</td>
<td>9,480,762</td>
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</table>

For FY 14 Highways Fund Paygo funds, amounting to $9,480,762 will provide for the following capital projects:

BRIDGES:

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<th>Cost</th>
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</tr>
<tr>
<td>Bridge Inspection Program</td>
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<tr>
<td>Bridge Painting</td>
<td>100,000</td>
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<tr>
<td>Bridge Rehabilitation</td>
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<tr>
<td>Carrs Mill Road Bridge #216</td>
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<td>Fawn Grove Road Bridge #132</td>
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<tr>
<td>Green Road Bridge #119</td>
<td>15,000</td>
</tr>
<tr>
<td>Green Road Bridge #122</td>
<td>15,000</td>
</tr>
<tr>
<td>Hess Road Bridge #82</td>
<td>250,000</td>
</tr>
<tr>
<td>Macton Road Bridge #145</td>
<td>(630,000)</td>
</tr>
<tr>
<td>New Park Road Bridge #125</td>
<td>140,000</td>
</tr>
<tr>
<td>Perryman Access - Mitchell Lane (1,000,000)</td>
<td>150,000</td>
</tr>
<tr>
<td>Phillips Mill Road Bridge #70</td>
<td>80,000</td>
</tr>
<tr>
<td>Robinson Mill Road Bridge #154</td>
<td>170,000</td>
</tr>
<tr>
<td>Snake Lane Bridge #31</td>
<td>20,000</td>
</tr>
<tr>
<td>Watervale Road Bridge</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total Bridges Projects</strong></td>
<td><strong>(84,238)</strong></td>
</tr>
</tbody>
</table>

OTHER:

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon Road Bridge #169 over CSX</td>
<td>30,762</td>
</tr>
<tr>
<td>Bridge Inspection Program</td>
<td>100,000</td>
</tr>
<tr>
<td>Bridge Painting</td>
<td>100,000</td>
</tr>
<tr>
<td>Bridge Rehabilitation</td>
<td>100,000</td>
</tr>
<tr>
<td>Carrs Mill Road Bridge #216</td>
<td>300,000</td>
</tr>
<tr>
<td>Fawn Grove Road Bridge #132</td>
<td>175,000</td>
</tr>
<tr>
<td>Green Road Bridge #119</td>
<td>15,000</td>
</tr>
<tr>
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<td>15,000</td>
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<td>Watervale Road Bridge</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total Bridges Projects</strong></td>
<td><strong>(84,238)</strong></td>
</tr>
</tbody>
</table>

ROADWAYS:

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar Lane (MD 136 - Cedarday)</td>
<td>(100,000)</td>
</tr>
<tr>
<td>Moores Mill Road</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total Roadways Projects</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

RESURFACING:

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon Road Bridge #169 over CSX</td>
<td>30,762</td>
</tr>
<tr>
<td>Bridge Inspection Program</td>
<td>100,000</td>
</tr>
<tr>
<td>Bridge Painting</td>
<td>100,000</td>
</tr>
<tr>
<td>Bridge Rehabilitation</td>
<td>100,000</td>
</tr>
<tr>
<td>Carrs Mill Road Bridge #216</td>
<td>300,000</td>
</tr>
<tr>
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<td>20,000</td>
</tr>
<tr>
<td>Watervale Road Bridge</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total Resurfacing Projects</strong></td>
<td><strong>6,280,000</strong></td>
</tr>
</tbody>
</table>

Culvert Rehabilitation                      | 200,000      |
Facilities Repair Program                   | 25,000       |
Fleet Replacement                           | 1,600,000    |
Fuel Dispensing System Upgrade              | 500,000      |
Guardrails 13                               | 100,000      |
HMAN (Harford County Metro Area Network)    | 200,000      |
Intersection Improvements                   | 200,000      |
Refresh Program                             | 85,000       |
Safeguarding Business Operations            | 50,000       |
Sidewalks and Handicapped Ramps             | 150,000      |
Stormdrain Rehabilitation                   | 75,000       |
Traffic Calming, Bicycle & Road Safety Improvements | 100,000      |
**Total Other Projects**                    | **3,285,000**|

Total:                                      | **9,765,762**|
For FY 14 Water and Sewer Fund Paygo funds, amounting to $5,373,450 will provide for the following capital projects:

**WATER PROJECTS:**

- Fleet Replacement: 662,000
- Fuel Dispensing System Upgrade: 60,000
- HMAN (Harford County Metro Area Network): 250,000
- Refresh Program: 90,000
- Renewal and Replacement Water Infrastructure: 100,000
- Safeguarding Business Operations: 100,000
- Tank Painting 14: 500,000
- Water and Sewer Authority Study Establishment: 2,000,000
- Water Meter Upgrade: 540,000
- Water Zone Improvements: 150,000

**Total Water Projects**: 4,452,000

**SEWER PROJECTS:**

- Electrical/Network/Phone: 130,000
- Infiltration and Inflow: 41,450
- Sod Run Facility Improvements: 400,000
- Town Center Drive Pump Station Replacement: 350,000

**Total Sewer Projects**: 921,450

<table>
<thead>
<tr>
<th>Project Description</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>7601 CAPITAL IMPROVEMENTS</td>
<td>158,400</td>
<td>1,690,823</td>
<td>6,278,000</td>
<td>5,313,450</td>
<td>5,373,450</td>
</tr>
</tbody>
</table>

For FY 14 Water and Sewer Fund Paygo funds, amounting to $5,373,450 will provide for the following capital projects:
Funding allocations for Closure Reserve and the Rural Legacy Program are included in the General Fund Paygo account.

For FY 14 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 14 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 14.

**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:

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAND TOTAL</td>
<td>3,505,280</td>
<td>4,490,461</td>
<td>5,000,383</td>
<td>5,214,846</td>
<td>5,264,846</td>
</tr>
</tbody>
</table>

#### Summary by Character:

- **70 MISCELLANEOUS**
  - AUDITED FY 11: 3,505,280
  - AUDITED FY 12: 4,490,461
  - ORIGINAL BUDGET FY 13: 5,000,383
  - EXECUTIVE PROPOSED FY 14: 5,214,846
  - ENACTED FY 14: 5,264,846

#### Summary by Fund:

- **11 GENERAL**
  - AUDITED FY 11: 3,505,280
  - AUDITED FY 12: 4,490,461
  - ORIGINAL BUDGET FY 13: 5,000,383
  - EXECUTIVE PROPOSED FY 14: 5,214,846
  - ENACTED FY 14: 5,264,846

#### Summary by Division:

- **707110 Appropriation to Towns**
  - AUDITED: 2,631,138
  - AUDITED: 2,995,891
  - ORIGINAL BUDGET: 3,360,383
  - EXECUTIVE PROPOSED: 3,574,846
  - ENACTED: 3,574,846

- **708110 Appropriation to State**
  - AUDITED: 874,142
  - AUDITED: 1,494,570
  - ORIGINAL BUDGET: 1,640,000
  - EXECUTIVE PROPOSED: 1,640,000
  - ENACTED: 1,040,000

- **709110 Other Government Agencies**
  - AUDITED: 0
  - AUDITED: 0
  - ORIGINAL BUDGET: 0
  - EXECUTIVE PROPOSED: 0
  - ENACTED: 650,000

#### Grand Total:

- **GRAND TOTAL**
  - AUDITED: 3,505,280
  - AUDITED: 4,490,461
  - ORIGINAL BUDGET: 5,000,383
  - EXECUTIVE PROPOSED: 5,214,846
  - ENACTED: 5,264,846

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980
### DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

#### Index No. 707110

<table>
<thead>
<tr>
<th></th>
<th>Audited FY 11</th>
<th>Audited FY 12</th>
<th>Original Budget FY 13</th>
<th>Executive Proposed FY 14</th>
<th>Enacted FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7101 GRANTS AND CONTRIBUTIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Differential for Police Services based on a legislated formula using the Assessable Basis Percentage numbers for the County and the three municipalities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aberdeen</td>
<td>1,182,481</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bel Air</td>
<td>1,133,400</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Havre de Grace</td>
<td>1,238,277</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,554,158</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments required by the Annotated Code of Maryland, Article 25, Section 220:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aberdeen</td>
<td>7,142</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bel Air</td>
<td>8,458</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Havre de Grace</td>
<td>5,088</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20,688</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUB-TOTAL APPROPRIATION TO TOWNS</strong></td>
<td><strong>2,631,138</strong></td>
<td><strong>2,995,891</strong></td>
<td><strong>3,360,383</strong></td>
<td><strong>3,574,846</strong></td>
<td><strong>3,574,846</strong></td>
</tr>
<tr>
<td></td>
<td>AUDITED FY 11</td>
<td>AUDITED FY 12</td>
<td>ORIGINAL BUDGET FY 13</td>
<td>EXECUTIVE PROPOSED FY 14</td>
<td>ENACTED FY 14</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>--------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>2203 WATER &amp; SEWER</td>
<td>850,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</td>
<td>24,142</td>
<td>1,494,570</td>
<td>1,640,000</td>
<td>1,640,000</td>
<td>1,040,000</td>
</tr>
<tr>
<td>Payments to the State of Maryland:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds required to pay the State of Maryland for administrative costs for Harford County's Homeowner's Tax Credit.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds appropriated for share of the cost of administering the County's State Department of Assessments and Taxation office.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>40,000</td>
<td>1,000,000</td>
<td>1,040,000</td>
<td>1,040,000</td>
<td>1,040,000</td>
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</table>

**SUB-TOTAL APPROPRIATION TO STATE**

<table>
<thead>
<tr>
<th></th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>874,142</td>
<td>1,494,570</td>
<td>1,640,000</td>
<td>1,640,000</td>
<td>1,040,000</td>
</tr>
</tbody>
</table>
**DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES**

**Index No. 709110**

<table>
<thead>
<tr>
<th>PAYMENTS TO OTHER GOVERNMENT AGENCIES</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
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<tbody>
<tr>
<td>Funding is provided for the operating costs of the Humane Society</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>650,000</td>
</tr>
<tr>
<td>Funding previously budgeted under the Department of Licenses and Permits</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUB-TOTAL OTHER GOVERNMENT AGENCIES</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>650,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES</th>
<th>AUDITED FY 11</th>
<th>AUDITED FY 12</th>
<th>ORIGINAL BUDGET FY 13</th>
<th>EXECUTIVE PROPOSED FY 14</th>
<th>ENACTED FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,505,280</td>
<td>4,490,461</td>
<td>5,000,383</td>
<td>5,214,846</td>
<td>5,264,846</td>
</tr>
</tbody>
</table>
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 0.40 percent of the Highways Fund, have been included in the Approved Fiscal Year 2013-2014 Operating Budget.

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>GENERAL FUND</td>
<td>$100,000</td>
</tr>
<tr>
<td>HIGHWAYS FUND</td>
<td>$200,000</td>
</tr>
</tbody>
</table>
CAPITAL BUDGET and CAPITAL IMPROVEMENT PROGRAM
APPROVED CAPITAL BUDGET REVENUES
FISCAL YEAR 2013 - 2014
TOTAL BUDGET $174,059,901

- Paygo: $31,355,274 (18%)
- Recordation Tax: $8,500,255 (5%)
- County Bonds: $66,619,036 (38%)
- Federal: $5,000,000 (3%)
- State Grants: $11,671,000 (6%)
- State Bonds: $32,593,090 (19%)
- Other Sources: $13,521,246 (8%)
- Transfer Tax: $4,800,000 (3%)

TOTAL BUDGET $174,059,901
APPROVED CAPITAL BUDGET
APPROPRIATIONS
FISCAL YEAR 2013 - 2014
TOTAL BUDGET $174,059,901

Board of Education
$64,019,846
37%

Parks & Recreation
$6,281,000
4%

Harford Community College
$15,448,450
9%

Highways
$13,031,509
7%

Solid Waste
$6,800,000
4%

Sheriff/Fire/Rescue
$26,990,000
15%

Water & Sewer
$11,632,000
7%

Tax Increment Financing
$14,614,036
8%

General
$15,243,060
9%

*Net of General - $19,980,560, Libraries - ($4,912,500) and Water Resources - $175,000
## FY 14 Approved Capital Budget

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>TOTAL</th>
<th>PAYGO</th>
<th>COUNTY</th>
<th>REAPPROP</th>
<th>TRANSFER</th>
<th>RECORD.</th>
<th>STATE</th>
<th>P.O.S.</th>
<th>FEDERAL</th>
<th>DEVELOPER</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GENERAL CAPITAL

| Board of Education Debt Service | 13,600,000 | 0 | 0 | 2,000,000 | 4,800,000 | 6,800,000 | 0 | 0 | 0 | 0 | 0 |
| Citizens Care Center | 500,000 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 |
| Courthouse Building Repairs | 4,400,000 | 0 | 4,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Repair Program | 750,000 | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Replacement | 900,000 | 900,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 45 South Main St. - Add Emergency Power Systems | 600,000 | 0 | 600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Harford County Southern Resource Annex | 6,000,560 | 0 | 6,000,560 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HMAN (Harford County Metro Area Network) | 2,000,000 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Havre de Grace Opera House Renovations | 750,000 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 |
| Hosanna School | 240,000 | 240,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Humane Society | 650,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 650,000 |
| Infrastructure Efficiency Capital Investment Projects | 285,000 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 230,000 | 0 | 30,000 |
| MD 924 Small Area Corridor Plan | 300,000 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 240,000 | 0 |
| New Administration Building | (13,345,000) | 0 | (13,345,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Refresh Program | 300,000 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Safeguarding Business Operations | 2,000,000 | 259,647 | 0 | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 |
| Underground & Aboveground Storage Tank Management | 50,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**SUB-TOTAL GENERAL** | 19,980,560 | 2,834,647 | (94,440) | 3,740,353 | 4,800,000 | 6,800,000 | 480,000 | 0 | 240,000 | 0 | 1,180,000 |

### TAX INCREMENT FINANCING

| James Run TIF Improvements | 14,614,036 | 0 | 14,614,036 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**SUB-TOTAL TAX INCREMENT FINANCING** | 14,614,036 | 0 | 14,614,036 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

### WATER RESOURCES

| Bynum Run at St. Andrews Way Stream Restoration - GF | 50,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bynum Ridge Stream Stabilization - GF | (70,000) | (70,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Edgewood Plaza Retrofit and Stream Restoration - GF | (240,000) | 0 | 0 | (240,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| Joppotowne Area Watershed Restoration - GF | 350,000 | 0 | 0 | 225,000 | 0 | 0 | 125,000 | 0 | 0 | 0 |
| Maintenance/Repair of Dams - GF | (45,000) | (45,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Maintenance/Repair of Dams FY 14 - GF | 95,000 | 95,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sunnyview Stream Restoration - GF | (300,000) | (210,000) | 0 | (90,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| Watershed/Stream Assessment Studies - GF | 50,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wheel Creek Watershed Restoration - GF | 135,000 | 0 | 0 | 85,000 | 0 | 0 | 50,000 | 0 | 0 | 0 |
| Woodbridge Retrofit and Stream Restoration - GF | 150,000 | 130,000 | 0 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 |

**SUB-TOTAL WATER RESOURCES** | 175,000 | 0 | 0 | 0 | 0 | 0 | 175,000 | 0 | 0 | 0 | 0 |
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SUB-TOTAL SOLID WASTE CAPITAL

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## Parks & Recreation Fund

### Parks & Recreation

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**Total Parks & Recreation Capital**: 6,281,000

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<td>Water Meter Upgrade</td>
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<td>Water Zone Improvements</td>
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<td>4,452,000</td>
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<td>0</td>
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#### SEWER PROJECTS

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<thead>
<tr>
<th>Project Description</th>
<th>Total</th>
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<th>Transfer Tax</th>
<th>Record. Tax</th>
<th>State</th>
<th>P.O.S.</th>
<th>Federal</th>
<th>Developer</th>
<th>Other</th>
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<tr>
<td>Bynum Run Parallel 6 &amp; 7</td>
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<tr>
<td>Electrical/Network/Phone</td>
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<tr>
<td>Infiltration and Inflow</td>
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<td>0</td>
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<td>Sod Run Facility Improvements</td>
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#### TOTAL WATER & SEWER FUND CAPITAL

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<th>Total</th>
<th>Paygo</th>
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<th>Reaprop</th>
<th>Transfer Tax</th>
<th>Record. Tax</th>
<th>State</th>
<th>P.O.S.</th>
<th>Federal</th>
<th>Developer</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,632,000</td>
<td>5,373,450</td>
<td>6,000,000</td>
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#### TOTAL APPROVED CAPITAL BUDGET

<table>
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<tr>
<th>Total</th>
<th>Paygo</th>
<th>County Bonds</th>
<th>Reaprop</th>
<th>Transfer Tax</th>
<th>Record. Tax</th>
<th>State</th>
<th>P.O.S.</th>
<th>Federal</th>
<th>Developer</th>
<th>Other</th>
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<tr>
<td>174,059,901</td>
<td>31,355,274</td>
<td>66,619,036</td>
<td>5,108,021</td>
<td>4,800,000</td>
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<td>5,000,000</td>
<td>245,000</td>
<td>8,168,225</td>
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</table>
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 14 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**

- To provide the infrastructure necessary to support the County's public services.
- To support the development objectives included in approved County plans, especially the Land Use Master Plan.
- 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.
- 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.
- To plan public facility construction to coordinate timing and functional relationships.
- To identify as accurately as possible the impacts of Capital projects on future operating budgets, energy use and costs, and demands on land use.
- 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:

- Expenditures that will take place over two or more years, requiring continuing appropriations.
- 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.
- Systematic acquisition over an extended time period, to complete implementation of a major functional or operating system.
- 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:

- 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.
- Renovation or reconstruction projects for the purpose of expanding the capacity or extending the useful life of public buildings, facilities or infrastructures.
- Roads or other transportation systems that provide the means for movement of people, goods, and services throughout the County.
- 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.
- Site improvements that may include drainage, water supply, sewerage or other utilities as well as access and grading for specified public use.
- Major capital equipment and equipment systems as well as acquisition of major automated systems involving hardware, software, and training.
- Other capital assets which have a long-term operational or economic value.
- Planning and feasibility studies to consider the acquisition, construction, or improvement of permanent assets or physical infrastructure as noted above.
FISCAL YEAR 2014 APPROVED
CAPITAL BUDGET HIGHLIGHTS

HARFORD COUNTY'S CAPITAL BUDGET PROCESS

Late August - Board of Education, County Libraries & Harford Community College (HCC) provide preliminary request information.

Early September - Executive establishes base budget guidelines.

September and October - Departments, Board of Education, HCC & Libraries submit operating & capital requests, plus goals, objectives & performance measures.

December - Spending Affordability Committee makes revenue growth recommendations.

December - Budget and Treasury make expense and revenue recommendations.

April 15 - County Executive's Proposed Budget submitted to the County Council and published for the public.

January - County Executive holds departmental hearings on budgets and performance plans.

January - County Executive holds a public hearing for citizen input on the budget.

December - Budget and Treasury make expense and revenue recommendations.

April and May - County Council conducts budget hearings for Departments, Board of Education, HCC and the Libraries.

April and May - County Council holds public hearings for citizen input.

June 15 - The Approved Budget and Tax Rates are authorized by the County Council.
FISCAL YEAR 2014 APPROVED CAPITAL BUDGET HIGHLIGHTS

The FY 2014 Approved Capital Budget consists of 158 projects at a total cost of $174,059,901. It is supported by several revenue sources. General Obligation Bonds and Paygo funding comprise a portion of the revenue sources with bonds supporting almost $66.6 million or 38% of total and Paygo funding supporting $31 million or 18% of total. State Aid provides $44 million or 25% of the Capital Budget. The remaining 19% or $31.8 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 - $4,400,000
- Continued expansion at the Harford County Southern Resource Annex - specifically for the Housing Agency and various functions of the Health Department - $6,000,560
- 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. - $13,600,000
- A project to use advanced telecommunications infrastructure to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County. Funding for the replacement of aging vehicles and equipment - $2,000,000
- Sheriff's Office - funding for the replacement and upgrade of computer software and hardware in order to provide reliable and efficient technology for public safety - $125,000
- Emergency Operations - funding to begin construction on the new 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 - $23,205,000
- Projects for the Volunteer Fire Companies provide funds for the renovation of Joppa Magnolia Fire Station and final phase of the Susquehanna Hose Company House #3 expansion - $950,000

Libraries

- Network/technology upgrades and replacements for staff and public computers; as well as routine facility maintenance - $200,000
FISCAL YEAR 2014 APPROVED
CAPITAL BUDGET HIGHLIGHTS

Parks and Recreation Projects

Funding for major improvements to athletic fields at various locations throughout the County
by installation of artificial turf

Renovations of systems and structures at the Emmorton Recreation and Tennis Center

Funding for the acquisition of land to be used for active and/or passive park sites

Authority to accept Program Open Space funding for a site in the northern part of the County

Assessment and partial replacement of the roof at the McFaul Activity Center

Harford Community College

Renovation and expansion of the Edgewood Hall building, to include classrooms, multipurpose labs,
a telecommunication closet, and repair of critical systemic issues

A new Allied Health and Nursing Building to provide adequate classroom and laboratory
space for current and future expansion of the existing credit and noncredit Nursing and
Allied Health Programs

Board of Education Projects

FY 14 funding for the Board of Education includes several comprehensive HVAC systemic
projects at one high school, one middle school and two elementary schools. Also included
are projects for the replacement of Youth's Benefit Elementary School and Havre de Grace
High School; and funding for a Security Initiative Program for Schools (in accordance with
the Governor's Statewide School Security Initiative)

Funding is also proposed for several ongoing maintenance projects such as roof
replacement, athletic field repair, ADA improvements and playground equipment

Solid Waste Services Projects

A project is included for the closure of the Former Spencers Landfill; a Full Cost Accounting Study;
and a project for the Tollgate Landfill Gas System. As well as funding to begin the eventual closure
of the Waste to Energy Facility

Highways Projects

Bridges - Seventeen bridge projects, which include repair, replacement, rehabilitation, and structural evaluation.
Roadways - Two projects provide for improvements to various roads and intersections
Resurfacing - Resurfacing of various roadways
Other - Fourteen projects including funding for guardrails, intersection improvements, new roads and
stormdrains, sidewalks and handicapped ramps, replacement of fleet, and culvert rehabilitation
### FISCAL YEAR 2014 APPROVED CAPITAL BUDGET HIGHLIGHTS

#### Water Projects

- A project for the funding of the purchase and installation of replacement water meters, encoders and transmitters to enable meters to be more efficiently read: $540,000
- A project for the replacement of Water and Sewer equipment and vehicles: $662,000
- A project to study the process of a Regional Water and Sewer Authority Formation: $2,000,000
  
  The study will consist of multiple tasks including researching, solution options and implementation plans. This study will be done in four phases.

#### Sewer Projects

- A project to provide funding for the design, permits and construction of a parallel for the existing Bynum Run Interceptor: $6,000,000
- Funding for the studies, design and construction for various tanks, vaults, bridges, etc. that have reached the end of their useful life at the Sod Run Facility: $400,000
- A project for the design and construction of a replacement pump station in Joppatowne: $350,000
## HARFORD COUNTY, MARYLAND
### STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCES
#### CAPITAL FUND

<table>
<thead>
<tr>
<th></th>
<th>GENERAL</th>
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<td><strong>TOTAL FUND BALANCE AT JUNE 30, 2012</strong></td>
<td>45,286,700</td>
<td>9,534,847</td>
<td>4,390,881</td>
<td>59,212,428</td>
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<tr>
<td><strong>Less: Restricted Fund Balance</strong></td>
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<td>Recordation and Transfer Tax</td>
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<td>17,235,801</td>
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<td>Appropriation of Fund Balance</td>
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<td><strong>Fund Balance Available for Appropriation at June 30, 2012</strong></td>
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<td>9,534,847</td>
<td>4,390,881</td>
<td>59,212,428</td>
</tr>
<tr>
<td><strong>Undesignated Fund Balance</strong></td>
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<td>0</td>
<td>0</td>
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<td>2,105,747</td>
<td>0</td>
<td>5,043,571</td>
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<tr>
<td><strong>Undesignated Fund Balance</strong></td>
<td>2,937,824</td>
<td>2,105,747</td>
<td>0</td>
<td>5,043,571</td>
</tr>
<tr>
<td><strong>Estimated Revenues Fiscal Year 2014</strong></td>
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<tr>
<td>Paygo</td>
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<td>760,000</td>
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<td><strong>Total Estimated Revenues Fiscal Year 2014</strong></td>
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<td>(13,031,509)</td>
<td>(6,281,000)</td>
<td>(162,427,901)</td>
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<tr>
<td><strong>Fund Balance Available for Appropriation at June 30, 2014</strong></td>
<td>2,937,824</td>
<td>2,105,747</td>
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<td>5,043,571</td>
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<tr>
<td><strong>Undesignated Fund Balance</strong></td>
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<td>2,105,747</td>
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<td>WATER &amp; SEWER</td>
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<td>Estimated Revenues - Open Projects</td>
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<tr>
<td>Estimated Expenditures - Open Projects</td>
<td>(161,803,216)</td>
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<td>Estimated Unrestricted Net Assets June 30, 2013</td>
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<tr>
<td>Estimated Revenues Fiscal Year 2014</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Paygo</td>
<td>5,373,450</td>
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<tr>
<td>Future Bonds</td>
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<td>(11,632,000)</td>
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<tr>
<td>Estimated Unrestricted Net Assets June 30, 2014</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>BOARD OF EDUCATION</td>
<td>PARKS &amp; RECREATION</td>
<td>WATER &amp; SEWER DEBT SERVICE</td>
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<tr>
<td>--------------------------------------</td>
<td>--------------------</td>
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<td></td>
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<tr>
<td><strong>UNDESIGNATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</strong></td>
<td>1,106,738</td>
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<tr>
<td>Plus Fiscal Year 2013 Estimated Recordation Tax Revenues</td>
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<td>1,626,945</td>
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<tr>
<td>Less Fiscal Year 2013 Estimated Expenditures</td>
<td>(6,206,738)</td>
<td>(1,327,000)</td>
<td>(1,327,000)</td>
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<td>299,945</td>
<td>299,945</td>
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<td>Plus Fiscal Year 2014 Estimated Revenues:</td>
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<tr>
<td>2014 Recordation Tax receipts</td>
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<td>(2,000,200)</td>
<td>(2,000,200)</td>
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## DEDICATED TRANSFER TAX

**STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE**

**FISCAL YEAR 2014**

<table>
<thead>
<tr>
<th></th>
<th>AGRICULTURAL PRESERVATION</th>
<th>BOARD OF EDUCATION</th>
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</tr>
<tr>
<td>Less: Committed Fund Balance Designated for Other Purposes</td>
<td>(51,212,976)</td>
<td>0</td>
</tr>
<tr>
<td><strong>UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</strong></td>
<td>2,585,495</td>
<td>7,251,563</td>
</tr>
<tr>
<td>Plus Fiscal Year 2013 Estimated Revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer Tax</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013 Transfer Tax receipts</td>
<td>5,600,000</td>
<td>5,600,000</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>4,225,930</td>
<td>0</td>
</tr>
<tr>
<td>Less Fiscal Year 2013 Estimated Expenditures</td>
<td>(9,810,702)</td>
<td>(12,051,563)</td>
</tr>
<tr>
<td><strong>UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</strong></td>
<td>2,600,723</td>
<td>800,000</td>
</tr>
<tr>
<td>Plus Fiscal Year 2014 Estimated Revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer Tax</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014 Transfer Tax receipts</td>
<td>4,800,000</td>
<td>4,800,000</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>743,464</td>
<td>0</td>
</tr>
<tr>
<td>Less Fiscal Year 2014 Estimated Expenditures</td>
<td>(6,256,219)</td>
<td>(5,600,000)</td>
</tr>
<tr>
<td><strong>ESTIMATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014</strong></td>
<td>1,887,968</td>
<td>0</td>
</tr>
</tbody>
</table>

1006
<table>
<thead>
<tr>
<th></th>
<th>BOARD OF EDUCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDESIGNATED IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</strong></td>
<td>0</td>
</tr>
<tr>
<td>Plus Fiscal Year 2013 Estimated Impact Fee Revenues</td>
<td>1,940,000</td>
</tr>
<tr>
<td>Less Fiscal Year 2013 Estimated Expenditures</td>
<td>(1,940,000)</td>
</tr>
<tr>
<td><strong>ESTIMATE IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</strong></td>
<td>0</td>
</tr>
<tr>
<td>Plus Fiscal Year 2014 Estimated Revenues:</td>
<td></td>
</tr>
<tr>
<td>Fiscal Year 2014 Impact Fee Revenues</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Less Fiscal Year 2014 Estimated Expenditures</td>
<td>(2,500,000)</td>
</tr>
<tr>
<td><strong>ESTIMATED IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2014</strong></td>
<td>0</td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>TOTAL PROJECT COST</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------------</td>
</tr>
<tr>
<td><strong>GENERAL</strong></td>
<td></td>
</tr>
<tr>
<td>Courthouse Building Repairs</td>
<td>5,527,400</td>
</tr>
<tr>
<td>Facilities Repair Program</td>
<td>11,062,852</td>
</tr>
<tr>
<td>Harford County Metro Area Network (HMAN)</td>
<td>12,000,000</td>
</tr>
<tr>
<td>Harford County Southern Resource Annex</td>
<td>28,874,760</td>
</tr>
<tr>
<td>Infrastructure Efficiency Capital Investment Projects</td>
<td>1,840,000</td>
</tr>
<tr>
<td>Refresh Program</td>
<td>3,060,000</td>
</tr>
<tr>
<td>Safeguarding Business Operations</td>
<td>16,002,750</td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>TOTAL PROJECT COST</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------</td>
</tr>
<tr>
<td><strong>GENERAL</strong></td>
<td></td>
</tr>
<tr>
<td>Underground and Aboveground Storage Tank Management</td>
<td>185,000</td>
</tr>
<tr>
<td><strong>EMERGENCY SERVICES</strong></td>
<td></td>
</tr>
<tr>
<td>New Emergency Operations Center Complex</td>
<td>49,194,525</td>
</tr>
<tr>
<td><strong>SOLID WASTE</strong></td>
<td></td>
</tr>
<tr>
<td>Former Spencer's Landfill Closure (East Side)</td>
<td>6,700,000</td>
</tr>
<tr>
<td><strong>PARKS AND RECREATION</strong></td>
<td></td>
</tr>
<tr>
<td>Athletic Field Improvements</td>
<td>13,875,000</td>
</tr>
<tr>
<td>Indoor Recreation Facility - Forest Hill/Hickory</td>
<td>600,000</td>
</tr>
<tr>
<td>McFaul Activity Center Renovations</td>
<td>250,000</td>
</tr>
<tr>
<td>Oakington Farm - Tydings Park</td>
<td>1,900,000</td>
</tr>
<tr>
<td>Playground Equipment</td>
<td>2,010,000</td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>TOTAL PROJECT COST</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------</td>
</tr>
<tr>
<td><strong>HIGHWAYS</strong></td>
<td></td>
</tr>
<tr>
<td>Harford County Metro Area Network (HMAN)</td>
<td>930,000</td>
</tr>
<tr>
<td>Infrastructure Efficiency Capital Investment Projects</td>
<td>432,000</td>
</tr>
<tr>
<td>MD 152/Oakmont Road/Port Lane</td>
<td>1,606,732</td>
</tr>
<tr>
<td><strong>REFRESH PROGRAM</strong></td>
<td></td>
</tr>
<tr>
<td>Refresh Program</td>
<td>493,000</td>
</tr>
<tr>
<td>Safeguarding Business Operations</td>
<td>1,881,200</td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>TOTAL PROJECT COST</td>
</tr>
<tr>
<td>---------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>WATER AND SEWER</td>
<td></td>
</tr>
<tr>
<td>Harford County Metro Area Network (HMAN)</td>
<td>1,070,000</td>
</tr>
<tr>
<td>Refresh Program</td>
<td>522,000</td>
</tr>
<tr>
<td>Safeguarding Business Operations</td>
<td>2,018,400</td>
</tr>
</tbody>
</table>
#### 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.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
<th>Planned for 20 Year Bond Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FY 14</td>
</tr>
<tr>
<td><strong>General:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizens Care Center</td>
<td>2,000,000</td>
<td>500,000</td>
<td>This project will provide funds for the repair, renovation and reconstruction of the existing facility that has been designed.</td>
<td></td>
</tr>
<tr>
<td>Courthouse Building Repairs</td>
<td>5,527,400</td>
<td>4,400,000</td>
<td>This project will provide funds to investigate and repair water penetration between the old and new Courthouse buildings. Two primary elevators also require replacement in FY 14.</td>
<td></td>
</tr>
<tr>
<td>45 South Main Street - Add Emergency Power Systems</td>
<td>600,000</td>
<td>600,000</td>
<td>This project will provide funds for a new generator, transfer switch, main distribution panel and electrical work to provide uninterrupted power for Information and Communication Technology (ICT) systems and Sheriff's IT equipment.</td>
<td></td>
</tr>
<tr>
<td>Harford County Southern Resource Annex</td>
<td>28,874,760</td>
<td>6,000,560</td>
<td>This project provides funds for the plans, design, and construction of several governmental type structures in the Edgewood community. One building is for the Southern Precinct for the Sheriff's Office. Phase II will include buildings for the Health Department, Housing Agency and Community Action Agency/Food Pantry.</td>
<td></td>
</tr>
<tr>
<td>Harford County Metro Area Network (HMAN)</td>
<td>12,000,000</td>
<td>2,000,000</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>New Administration Building</td>
<td>6,540,000</td>
<td>13,345,000</td>
<td>Bond funding in the amount of $13,345,000 will be reallocated to the 700 MHz capital project @ $13,000,000 and to the 45 S. Main Street Emergency Power System capital project @ $345,000.</td>
<td></td>
</tr>
<tr>
<td><strong>TAX Increment Financing (TIF)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Run TIF Improvements</td>
<td>14,614,036</td>
<td>14,614,036</td>
<td>This project is to finance the construction of a public infrastructure and improvements necessary to support the James Run project.</td>
<td></td>
</tr>
</tbody>
</table>
# Capital Projects which Impact the Operating Budget

Projects impacting debt service include 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.

## Projects Title

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
<th>Planned for 20 Year Bond Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sheriff/Emergency Fire</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sheriff</td>
<td>25,950,000</td>
<td>0</td>
<td>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.</td>
<td>10,975,000 14,225,000</td>
</tr>
<tr>
<td>New Emergency Operations Center Complex</td>
<td>49,194,525</td>
<td>10,105,000</td>
<td>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.</td>
<td>5,605,000 12,750,000</td>
</tr>
<tr>
<td>700 MHz Wireless Radio System Equipment</td>
<td>34,793,992</td>
<td>13,000,000</td>
<td>This project provides funding to upgrade sites to accommodate 700 and 800 MHz and to comply with APCO P-25 technology standards.</td>
<td>13,000,000</td>
</tr>
<tr>
<td><strong>Harford Community College</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edgewood Hall Renovation and Expansion</td>
<td>8,636,000</td>
<td>632,000</td>
<td>This project provides funding for major renovations due to systemic problems within Edgewood Hall. This includes roofing and HVAC systems.</td>
<td>272,000 3,443,000</td>
</tr>
<tr>
<td>New Nursing and Allied Health Building</td>
<td>18,474,467</td>
<td>10,333,000</td>
<td>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.</td>
<td>3,786,000</td>
</tr>
<tr>
<td>Fallston Hall Renovation</td>
<td>7,138,000</td>
<td>0</td>
<td>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.</td>
<td>333,000 3,735,000</td>
</tr>
</tbody>
</table>
## 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.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
<th>Planned for 20 Year Bond Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harford County Sheriff's Office Training Academy</td>
<td>19,000,000</td>
<td>0</td>
<td>This project would provide funding for Harford Community College to work with the Harford County's Sheriff's Office to provide a location for an expanded Sheriff's Training Academy.</td>
<td>750,000 7,500,000 1,250,000</td>
</tr>
<tr>
<td>Higher Education and Conference Center (HECC)</td>
<td>29,700,000</td>
<td>0</td>
<td>This project would provide funding for new construction of 70,400 GSF and 10,500 GSF of converted space which will triple the size of the HECC to better fulfill the needs of the community.</td>
<td>1,360,000 5,000,000 2,400,000</td>
</tr>
<tr>
<td>New Continuing Education Building</td>
<td>15,860,000</td>
<td>0</td>
<td>This project would provide funding for a new Continuing Education Center on the West Campus that would enable the non-credit and apprentice training programs to grow.</td>
<td>559,000 5,590,000 671,000</td>
</tr>
<tr>
<td>New Math, Engineering, and Technology Building</td>
<td>20,700,000</td>
<td>0</td>
<td>This project would provide funding to provide necessary space for the College's science, technology, engineering, and mathematics (STEM) needs.</td>
<td>731,000 7,310,000 860,000</td>
</tr>
<tr>
<td>Site and Parking Lot Improvements</td>
<td>8,262,425</td>
<td>0</td>
<td>This project would provide funding for expansion, replacement, installation, and major repair for campus parking lots, roadways, and sidewalks to address utilization issues.</td>
<td>500,000 500,000 500,000</td>
</tr>
</tbody>
</table>

### Libraries

<table>
<thead>
<tr>
<th>Library</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
<th>Planned for 20 Year Bond Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aberdeen Branch Feasibility and Expansion</td>
<td>14,242,268</td>
<td>0</td>
<td>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.</td>
<td>938,638 13,247,638</td>
</tr>
<tr>
<td>Churchville Branch</td>
<td>622,000 (5,112,500)</td>
<td>0</td>
<td>Bond funding for this project was reallocated to the Harford County Southern Resource Annex capital project.</td>
<td>(5,112,500)</td>
</tr>
<tr>
<td>Darlington Branch Feasibility &amp; Expansion</td>
<td>4,701,720</td>
<td>0</td>
<td>This project would provide funding to expand the Darlington Branch that currently operates out of a modular facility.</td>
<td>330,720 4,315,000</td>
</tr>
<tr>
<td>Havre de Grace Branch Expansion</td>
<td>7,935,000</td>
<td>0</td>
<td>This project would provide funding to expand the undersized Havre de Grace Branch. Parking resources are also insufficient according to a consultant study.</td>
<td>7,400,000</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
<th>Planned for 20 Year Bond Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board of Education:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fallston High School Comprehensive HVAC Systemic Project</td>
<td>18,099,989</td>
<td>9,049,940</td>
<td>This project will replace/upgrade the boiler, chiller, cooling tower, related pumps and associated equipment and DDC controls in the central plant of the High School. Also included are new energy recovery type air handling units, including classroom unit ventilators with ducted air systems and VAV units.</td>
<td>3,993,940</td>
</tr>
<tr>
<td>Havre de Grace Replacement</td>
<td>77,296,000</td>
<td>3,700,000</td>
<td>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.</td>
<td>3,700,000</td>
</tr>
<tr>
<td>Joppotowne High School Systemic Project</td>
<td>27,356,556</td>
<td>13,673,000</td>
<td>This project provides funding for a number of systemic projects for Joppotowne 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.</td>
<td>7,400,000</td>
</tr>
<tr>
<td>Magnolia Middle School Comprehensive HVAC</td>
<td>11,061,554</td>
<td>4,899,000</td>
<td>This project provides for new boilers, chillers, related pumps and associated equipment and DDC controls in the central plant and rest of the Middle School.</td>
<td>2,250,000</td>
</tr>
<tr>
<td>Norrisville Elementary School Comprehensive HVAC Systemic Project</td>
<td>3,455,700</td>
<td>3,455,700</td>
<td>This project provides funding for a comprehensive HVAC systemic renovation, consisting of a four-pipe HVAC system with VAV’s or ducted fan coiled systems for the classrooms. In addition renovations will provide for improved indoor air quality and humidity control within the building.</td>
<td>1,720,000</td>
</tr>
<tr>
<td>North Harford ES Comprehensive HVAC</td>
<td>4,550,390</td>
<td>2,273,390</td>
<td>This project will provide for a comprehensive HVAC systemic renovation for a school that has antiquated pneumatic temperature controls that require constant repair and maintenance.</td>
<td>1,175,000</td>
</tr>
<tr>
<td>Youth’s Benefit Elementary School Replacement</td>
<td>42,770,600</td>
<td>15,000,000</td>
<td>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.</td>
<td>6,810,000</td>
</tr>
</tbody>
</table>
## 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.

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<thead>
<tr>
<th>Project Title</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>SOLID WASTE:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Yard Trim Site</td>
<td>3,300,000</td>
<td>0</td>
<td>This project provides for the location, design and construction of a new facility to collect and process yard trim material not permitted in the landfill.</td>
<td>1,000,000 2,000,000</td>
</tr>
<tr>
<td>New Solid Waste Facilities Development</td>
<td>4,500,000</td>
<td>0</td>
<td>This project provides for the development of a Master Plan for all solid waste disposal facilities and acquisition of additional properties to accommodate increased customer traffic.</td>
<td>4,000,000</td>
</tr>
<tr>
<td><strong>PARKS AND RECREATION:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic Field Improvements</td>
<td>13,875,000</td>
<td>1,400,000</td>
<td>This project proposes major improvements to athletic fields at various locations throughout the County by the installation of synthetic turf.</td>
<td>1,400,000 1,400,000 1,400,000 575,000 575,000 575,000</td>
</tr>
<tr>
<td>Cedar Lane Sports Complex Improvements</td>
<td>7,161,000</td>
<td>100,000</td>
<td>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.</td>
<td>100,000</td>
</tr>
<tr>
<td>Northern Regional Park</td>
<td>10,650,000</td>
<td>500,000</td>
<td>This project proposes a regional recreation facility to serve multiple recreation councils in the northern part of the County.</td>
<td>8,500,000</td>
</tr>
<tr>
<td>Aberdeen Recreation Center</td>
<td>11,750,000</td>
<td>0</td>
<td>This project will provide a multi-purpose center to serve leisure needs for all ages of the Aberdeen community.</td>
<td>10,500,000 500,000</td>
</tr>
<tr>
<td>Enlarged Gymnasiums and Joint Facilities</td>
<td>600,000</td>
<td>0</td>
<td>This project proposes the construction of shared facilities at public schools such as enlarged gymnasiums, activity rooms and recreation storage.</td>
<td>600,000</td>
</tr>
<tr>
<td>Harford Center for the Arts</td>
<td>63,000,000</td>
<td>0</td>
<td>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.</td>
<td>1,000,000 18,500,000</td>
</tr>
<tr>
<td>Jarrettsville Recreation Center</td>
<td>7,350,000</td>
<td>0</td>
<td>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.</td>
<td>6,000,000 400,000 250,000</td>
</tr>
</tbody>
</table>
## CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET

### PROJECTS IMPACTING DEBT SERVICE

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<th>PROJECT TITLE</th>
<th>TOTAL PROJECT COST</th>
<th>FY 14 PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swan Harbor Farm Improvements</td>
<td>1,383,000</td>
<td>0</td>
</tr>
<tr>
<td>Trails and Linear Parks</td>
<td>2,475,000</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL PROJECT TITLE</th>
<th>PLANNED FOR 20 YEAR BOND FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 14</td>
</tr>
<tr>
<td>Total Planned 20 Year General Fund Bonds</td>
<td>60,619,036</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>TOTAL PROJECT COST</th>
<th>FY 14 BUDGET</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HIGHWAYS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BRIDGES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Macton Road Bridge #145</td>
<td>1,011,268</td>
<td>166,268</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This project provides funds for the replacement of Macton Road Bridge #145 over a tributary of Broad Creek.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>816,268</td>
</tr>
<tr>
<td>North Avenue/Henderson Road Bridge #215</td>
<td>1,849,500</td>
<td>(758,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond funding in the amount of $758,000 has been reallocated to the Macton Road Bridge Project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(758,000)</td>
</tr>
<tr>
<td><strong>ROADWAYS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MacPhail Road/Tollgate Road Roundabout</td>
<td>555,000</td>
<td>(300,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond funding in the amount of $300,000 has been reallocated to the MD 152/Oakmont/Port Lane capital project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(300,000)</td>
</tr>
<tr>
<td>MD 152/Oakmont Road/Port Lane</td>
<td>1,606,732</td>
<td>371,732</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This project will provide for traffic improvements to the road network in the vicinity of the Fallston Recreation Complex.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>371,732</td>
</tr>
<tr>
<td>Robinhood Road/US 40 - Titan Terrace</td>
<td>3,474,045</td>
<td>(130,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond funding in the amount of $130,000 has been reallocated to the Macton Road Bridge capital project @ $58,268 and the MD 152/Oakmont/Port Lane capital project @ $71,732.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(130,000)</td>
</tr>
</tbody>
</table>

Total Planned 20 Year Highways Fund Bonds: 0 0 0 0 0 0 0
### 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.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Project Cost</th>
<th>FY 14 Budget</th>
<th>Purpose</th>
<th>Planned for 20 Year Bond Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WATER &amp; SEWER</strong></td>
<td></td>
<td></td>
<td></td>
<td>FY 14</td>
</tr>
<tr>
<td><strong>WATER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HoG Water Quality Improvements</td>
<td>2,500,000</td>
<td>0</td>
<td>This project shall allow for the design and construction of new processes and equipment as required in order to meet the Stage 2 disinfection rule.</td>
<td></td>
</tr>
<tr>
<td>Magnolia Booster Station</td>
<td>700,000</td>
<td>0</td>
<td>This project is to allow for the design and construction of a new hydropneumatic tank to be housed above ground within a new building, as well as to provide an automatic telemetry system.</td>
<td></td>
</tr>
<tr>
<td>Route 7 Water Main Parallel</td>
<td>400,000</td>
<td>0</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>Swan Harbor Tank</td>
<td>4,000,000</td>
<td>0</td>
<td>This project will provide 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.</td>
<td></td>
</tr>
<tr>
<td><strong>SEWER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bynum Run Parallel 6&amp;7</td>
<td>12,090,000</td>
<td>6,000,000</td>
<td>This project will provide funding for the design, permits, and construction of a parallel to the existing Bynum Run interceptor.</td>
<td></td>
</tr>
<tr>
<td>Bill Bass PS FM Replacement</td>
<td>7,700,384</td>
<td>0</td>
<td>This project will allow for the funding of design and construction of a new replacement force main to the Bill Bass Pump Station.</td>
<td></td>
</tr>
<tr>
<td>Bush Creek PS</td>
<td>30,700,000</td>
<td>0</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>Edgewood Interceptor Sewer Parallel</td>
<td>7,950,000</td>
<td>0</td>
<td>This project will provide for the design and construction of approximately 5,300 linear feet of 30” parallel sewer between Bill Bass Pump Station and contract #6044.</td>
<td></td>
</tr>
<tr>
<td><strong>Total Planned 20 Year Water &amp; Sewer Fund Bonds</strong></td>
<td></td>
<td></td>
<td></td>
<td>6,000,000</td>
</tr>
<tr>
<td><strong>Total Planned 20 Year Bonds All Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td>66,619,036</td>
</tr>
</tbody>
</table>
HARFORD COUNTY, MARYLAND
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>TOTAL COST</th>
<th>PRIOR APPROP</th>
<th>BUDGET</th>
<th>FIVE YEAR CAPITAL PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TOTAL</td>
<td>PRIOR</td>
<td>YEAR</td>
<td>FY 2014</td>
</tr>
<tr>
<td>General Capital</td>
<td>201,256,236</td>
<td>143,087,745</td>
<td>19,980,560</td>
<td>19,587,350</td>
</tr>
<tr>
<td>Water Resources</td>
<td>17,731,880</td>
<td>17,556,880</td>
<td>175,000</td>
<td>0</td>
</tr>
<tr>
<td>Sheriff/Emergency/Fire</td>
<td>191,975,456</td>
<td>103,815,456</td>
<td>26,990,000</td>
<td>21,070,000</td>
</tr>
<tr>
<td>Harford Community College</td>
<td>177,291,409</td>
<td>58,140,959</td>
<td>15,448,450</td>
<td>11,004,000</td>
</tr>
<tr>
<td>Library</td>
<td>44,356,246</td>
<td>18,507,138</td>
<td>(4,912,500)</td>
<td>8,776,380</td>
</tr>
<tr>
<td>Board of Education</td>
<td>697,082,252</td>
<td>400,546,582</td>
<td>64,019,846</td>
<td>100,802,975</td>
</tr>
<tr>
<td><strong>TOTAL COUNTY BY CATEGORY</strong></td>
<td><strong>1,329,693,479</strong></td>
<td><strong>741,654,760</strong></td>
<td><strong>121,701,356</strong></td>
<td><strong>161,240,705</strong></td>
</tr>
<tr>
<td>Solid Waste Services</td>
<td>82,465,932</td>
<td>49,115,932</td>
<td>6,800,000</td>
<td>4,470,000</td>
</tr>
<tr>
<td><strong>TOTAL GENERAL FUND PROJECTS</strong></td>
<td><strong>1,437,873,447</strong></td>
<td><strong>801,870,692</strong></td>
<td><strong>143,115,392</strong></td>
<td><strong>165,710,705</strong></td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>209,070,245</td>
<td>72,504,245</td>
<td>11,060,000</td>
<td>29,665,000</td>
</tr>
<tr>
<td>Highways Fund</td>
<td>237,160,348</td>
<td>113,718,089</td>
<td>20,323,750</td>
<td>25,535,500</td>
</tr>
<tr>
<td>Water &amp; Sewer Funds</td>
<td>300,853,920</td>
<td>239,791,920</td>
<td>11,632,000</td>
<td>12,805,000</td>
</tr>
<tr>
<td><strong>COUNTY TOTAL BY PROJECTS</strong></td>
<td><strong>2,184,957,960</strong></td>
<td><strong>1,227,884,946</strong></td>
<td><strong>174,059,901</strong></td>
<td><strong>209,899,455</strong></td>
</tr>
</tbody>
</table>
# HARFORD COUNTY, MARYLAND

## APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

### BUDGET

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>TOTAL COST</th>
<th>PRIOR YEAR APPROP</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paygo</td>
<td>519,296,557</td>
<td>182,331,734</td>
<td>31,355,274</td>
<td>72,174,328</td>
<td>67,732,486</td>
<td>64,044,699</td>
<td>50,631,911</td>
<td>51,026,125</td>
</tr>
<tr>
<td>Impact Fee</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Future Bonds</td>
<td>348,975,629</td>
<td>0</td>
<td>66,619,036</td>
<td>92,092,325</td>
<td>81,436,630</td>
<td>53,001,638</td>
<td>32,741,000</td>
<td>23,085,000</td>
</tr>
<tr>
<td>Prior Bonds</td>
<td>692,116,063</td>
<td>692,116,063</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reappropriated</td>
<td>50,024,367</td>
<td>44,916,346</td>
<td>5,108,021</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transfer Tax</td>
<td>34,514,677</td>
<td>29,714,677</td>
<td>4,800,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Recordation Tax</td>
<td>44,734,127</td>
<td>24,188,872</td>
<td>8,500,255</td>
<td>2,685,000</td>
<td>3,340,000</td>
<td>2,040,000</td>
<td>2,240,000</td>
<td>1,740,000</td>
</tr>
<tr>
<td>State</td>
<td>324,685,984</td>
<td>163,929,923</td>
<td>43,464,090</td>
<td>37,737,802</td>
<td>39,751,872</td>
<td>18,203,009</td>
<td>16,337,350</td>
<td>5,261,938</td>
</tr>
<tr>
<td>Program Open Space</td>
<td>12,216,000</td>
<td>7,116,000</td>
<td>800,000</td>
<td>400,000</td>
<td>500,000</td>
<td>1,600,000</td>
<td>850,000</td>
<td>950,000</td>
</tr>
<tr>
<td>Federal</td>
<td>42,213,957</td>
<td>26,628,957</td>
<td>5,000,000</td>
<td>2,200,000</td>
<td>2,295,000</td>
<td>1,050,000</td>
<td>2,390,000</td>
<td>2,650,000</td>
</tr>
<tr>
<td>Developer</td>
<td>10,859,618</td>
<td>9,534,618</td>
<td>245,000</td>
<td>225,000</td>
<td>150,000</td>
<td>150,000</td>
<td>255,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Other</td>
<td>95,606,628</td>
<td>37,693,403</td>
<td>8,168,225</td>
<td>2,385,000</td>
<td>5,175,000</td>
<td>1,130,000</td>
<td>855,000</td>
<td>40,200,000</td>
</tr>
<tr>
<td>Lease Purchase</td>
<td>9,714,353</td>
<td>9,714,353</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### TOTAL COUNTY BY FUND SOURCE

- **Paygo**: 519,296,557
- **Impact Fee**: 0
- **Future Bonds**: 348,975,629
- **Prior Bonds**: 692,116,063
- **Reappropriated**: 50,024,367
- **Transfer Tax**: 34,514,677
- **Recordation Tax**: 44,734,127
- **State**: 324,685,984
- **Program Open Space**: 12,216,000
- **Federal**: 42,213,957
- **Developer**: 10,859,618
- **Other**: 95,606,628
- **Lease Purchase**: 9,714,353

### COUNTY TOTAL BY FUNDING SOURCE

- **Paygo**: 519,296,557
- **Impact Fee**: 0
- **Future Bonds**: 348,975,629
- **Prior Bonds**: 692,116,063
- **Reappropriated**: 50,024,367
- **Transfer Tax**: 34,514,677
- **Recordation Tax**: 44,734,127
- **State**: 324,685,984
- **Program Open Space**: 12,216,000
- **Federal**: 42,213,957
- **Developer**: 10,859,618
- **Other**: 95,606,628
- **Lease Purchase**: 9,714,353

Total: 2,184,957,960
## GENERAL FUND

### GENERAL CAPITAL

**FY 14 Funded Projects:**

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Cost</th>
<th>Fiscal Year</th>
<th>Prior Year</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Education Debt Service</td>
<td>13,600,000</td>
<td></td>
<td>0</td>
<td>13,600,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Citizens Care Center</td>
<td>2,000,000</td>
<td>1,500,000</td>
<td>500,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Courthouse Building Repairs</td>
<td>5,527,400</td>
<td>234,900</td>
<td>4,400,000</td>
<td>892,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Facilities Repair Program</td>
<td>11,062,852</td>
<td>7,812,852</td>
<td>750,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Fleet Replacement</td>
<td>18,540,000</td>
<td>2,640,000</td>
<td>900,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
</tr>
<tr>
<td>45 South Main Street - Add Emergency Power Systems</td>
<td>600,000</td>
<td>600,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Harford County Southern Resource Annex</td>
<td>28,874,760</td>
<td>15,874,200</td>
<td>6,000,560</td>
<td>7,000,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>HMAN (Harford County Metro Area Network)</td>
<td>12,000,000</td>
<td>10,000,000</td>
<td>2,000,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Havre de Grace Opera House Renovations</td>
<td>750,000</td>
<td>0</td>
<td>750,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hosanna School</td>
<td>240,000</td>
<td>0</td>
<td>240,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Humane Society</td>
<td>7,050,000</td>
<td>6,400,000</td>
<td>650,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Infrastructure Efficiency Capital Investment Projects</td>
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<td>75,000</td>
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<td>280,000</td>
<td>300,000</td>
<td>290,000</td>
<td>300,000</td>
<td>310,000</td>
<td>0</td>
</tr>
<tr>
<td>MD 924 Small Area Corridor Plan</td>
<td>300,000</td>
<td>0</td>
<td>300,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>New Administration Building</td>
<td>6,540,000</td>
<td>19,885,000</td>
<td>(13,345,000)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Refresh Program</td>
<td>3,060,000</td>
<td>1,785,000</td>
<td>300,000</td>
<td>162,500</td>
<td>162,500</td>
<td>162,500</td>
<td>162,500</td>
<td>325,000</td>
<td>162,500</td>
</tr>
<tr>
<td>Safeguarding Business Operations</td>
<td>16,002,750</td>
<td>7,159,400</td>
<td>2,000,000</td>
<td>5,227,350</td>
<td>975,000</td>
<td>487,500</td>
<td>162,500</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Underground &amp; Aboveground Storage Tank Management</td>
<td>185,000</td>
<td>0</td>
<td>50,000</td>
<td>75,000</td>
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**Outyear Projects:**

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Total Cost</th>
<th>Fiscal Year</th>
<th>Prior Year</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bel Air Parking Garage</td>
<td>748,081</td>
<td>645,000</td>
<td>0</td>
<td>0</td>
<td>2,590</td>
<td>9,380</td>
<td>41,111</td>
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<td>Countywide Facilities Master Plan Study</td>
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<tr>
<td>Fuel Dispensing System Upgrade</td>
<td>2,055,000</td>
<td>855,000</td>
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<td>600,000</td>
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<tr>
<td>Museum and Cultural Site Improvements</td>
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<td>0</td>
<td>0</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
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**Open Projects:**

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<tr>
<th>Project Title</th>
<th>Total Cost</th>
<th>Fiscal Year</th>
<th>Prior Year</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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<td>Board of Education Debt Service 12</td>
<td>12,829,734</td>
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<tr>
<td>Board of Education Debt Service 13</td>
<td>18,258,301</td>
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<td>Computer Equipment/Networks</td>
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<td>Cultural Arts Center</td>
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<td>Emergency Needs</td>
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<td>Gordon Street</td>
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<td>One Maryland Broadband</td>
<td>5,250,000</td>
<td>5,250,000</td>
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## GENERAL CAPITAL

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>TOTAL COST</th>
<th>PRIOR YEAR FY 2014</th>
<th>BUDGET FY 2015</th>
<th>FIVE YEAR CAPITAL PROGRAM FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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<tbody>
<tr>
<td>Reforestation and Buffer Mitigation - Critical Area</td>
<td>100,000</td>
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<td>Reforestation and Landscaping</td>
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<td>Repairs to 4S South Main Street Building</td>
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General Capital Total by Project

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<tbody>
<tr>
<td>201,256,236</td>
<td>143,087,745</td>
<td>19,980,560</td>
<td>19,587,350</td>
<td>5,655,090</td>
<td>4,564,380</td>
<td>4,343,611</td>
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**TAX INCREMENT FINANCING**

**FY 14 Funded Projects:**

- James Run TIF Improvements: 14,614,036
  - 0
  - 0
  - 0
  - 0
  - 0
  - 0

**Open Projects:**

- Beechtree TIF Improvements: 11,100,000
  - 0
  - 0
  - 0
  - 0

**Tax Increment Financing Total by Project**

- 25,714,036
  - 11,100,000
  - 14,614,036
  - 0
  - 0
  - 0
  - 0

**Future Bonds**

- 14,614,036
  - 0
  - 0
  - 0
  - 0

**Prior Bonds**

- 11,100,000
  - 11,100,000
  - 0
  - 0
  - 0
  - 0

**Tax Increment Financing Total by Fund**

- 25,714,036
  - 11,100,000
  - 14,614,036
  - 0
  - 0
  - 0
  - 0

1023
## WATER RESOURCES

### FY 14 Funded Projects:

<table>
<thead>
<tr>
<th>Project Title</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
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</thead>
<tbody>
<tr>
<td>Bynum Ridge Stream Stabilization - GF</td>
<td>285,000</td>
<td>355,000</td>
<td>(70,000)</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Bynum Run at St. Andrews Way Stream Restoration - GF</td>
<td>847,026</td>
<td>797,026</td>
<td>50,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Edgewood Plaza Retrofit &amp; Stream Restoration - GF</td>
<td>210,000</td>
<td>450,000</td>
<td>(240,000)</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Joppatowne Area Watershed Restoration - GF</td>
<td>750,000</td>
<td>400,000</td>
<td>350,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Maintenance/Repair of Dams - GF</td>
<td>895,000</td>
<td>940,000</td>
<td>(45,000)</td>
<td>0</td>
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<tr>
<td>Maintenance/Repair of Dams FY 14 - GF</td>
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<td>0</td>
<td>95,000</td>
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<tr>
<td>Sunnyview Stream Restoration - GF</td>
<td>1,260,000</td>
<td>1,560,000</td>
<td>(300,000)</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Watershed Stream Assessment Studies - GF</td>
<td>925,000</td>
<td>875,000</td>
<td>50,000</td>
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<tr>
<td>Wheel Creek Watershed Restoration - GF</td>
<td>3,314,607</td>
<td>3,179,607</td>
<td>135,000</td>
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<td>0</td>
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<tr>
<td>Woodbridge Retrofit and Stream Restoration - GF</td>
<td>1,260,000</td>
<td>1,110,000</td>
<td>150,000</td>
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### Open Projects:

<table>
<thead>
<tr>
<th>Project Title</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deer Creek Watershed Restoration - GF</td>
<td>400,000</td>
<td>400,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>Lily Run Watershed Restoration - GF</td>
<td>725,000</td>
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<tr>
<td>Plume Creek Run @ Tollgate Rd. Stream Restoration - GF</td>
<td>990,000</td>
<td>990,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Plume Creek Run Watershed Restoration - GF</td>
<td>443,452</td>
<td>443,452</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Sams Branch Watershed Restoration - GF</td>
<td>752,922</td>
<td>752,922</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Stormwater Enhancement - GF</td>
<td>825,000</td>
<td>825,000</td>
<td>0</td>
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<tr>
<td>Stormwater Pollution Prevention - GF</td>
<td>461,395</td>
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<tr>
<td>Watershed Restoration/Improvements</td>
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<td>Watershed Stream Assessment Studies 00 - GF</td>
<td>864,250</td>
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<tr>
<td>Woodland Run Stream Restoration - GF</td>
<td>700,000</td>
<td>700,000</td>
<td>0</td>
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### Water Resources Total by Project

<table>
<thead>
<tr>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>17,731,880</td>
<td>17,556,880</td>
<td>175,000</td>
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### Paygo

<table>
<thead>
<tr>
<th>Paygo</th>
<th>Reappropriated</th>
<th>State</th>
<th>Federal</th>
<th>Other</th>
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<tbody>
<tr>
<td>6,727,568</td>
<td>2,729,312</td>
<td>5,047,016</td>
<td>1,377,984</td>
<td>1,850,000</td>
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### Water Resources Total by Fund

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<thead>
<tr>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
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<tbody>
<tr>
<td>17,731,880</td>
<td>17,556,880</td>
<td>175,000</td>
</tr>
</tbody>
</table>
## SHERIFF/EMERGENCY/FIRE

### SHERIFF’S OFFICE

**FY 14 Funded Projects:**

- **Computer Equipment/Networks**
  - TOTAL COST: 2,241,742
  - PRIOR YEAR APPROPRIATION: 2,116,742
  - BUDGET: 125,000
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

**Outyear Projects:**

- **Harford County Sheriff's Office Computer Support Unit**
  - TOTAL COST: 870,000
  - PRIOR YEAR APPROPRIATION: 0
  - BUDGET: 870,000
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **Harford County Sheriff's Office Headquarters**
  - TOTAL COST: 25,950,000
  - PRIOR YEAR APPROPRIATION: 0
  - BUDGET: 750,000
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 10,975,000
  - FY 2017: 14,225,000
  - FY 2018: 0
  - FY 2019: 0

**Open Projects:**

- **Detention Center Expansion**
  - TOTAL COST: 32,018,131
  - PRIOR YEAR APPROPRIATION: 32,018,131
  - BUDGET: 0
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **Radio System for the Detention Center**
  - TOTAL COST: 219,623
  - PRIOR YEAR APPROPRIATION: 219,623
  - BUDGET: 0
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

### EMERGENCY OPERATIONS

**FY 14 Funded Projects:**

- **New Emergency Operations Center Complex**
  - TOTAL COST: 49,194,525
  - PRIOR YEAR APPROPRIATION: 26,339,525
  - BUDGET: 10,105,000
  - FY 2014: 12,750,000
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **911 State Fee Fund**
  - TOTAL COST: 3,600,000
  - PRIOR YEAR APPROPRIATION: 500,000
  - BUDGET: 2,100,000
  - FY 2014: 100,000
  - FY 2015: 100,000
  - FY 2016: 100,000
  - FY 2017: 100,000
  - FY 2018: 100,000
  - FY 2019: 100,000

- **Public Safety Communication in School Buildings**
  - TOTAL COST: 400,000
  - PRIOR YEAR APPROPRIATION: 0
  - BUDGET: 100,000
  - FY 2014: 100,000
  - FY 2015: 100,000
  - FY 2016: 100,000
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **700 MHz Wireless Radio System Equipment**
  - TOTAL COST: 34,793,992
  - PRIOR YEAR APPROPRIATION: 4,693,992
  - BUDGET: 13,000,000
  - FY 2014: 5,700,000
  - FY 2015: 5,700,000
  - FY 2016: 5,700,000
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **TRT Equipment**
  - TOTAL COST: 110,000
  - PRIOR YEAR APPROPRIATION: 0
  - BUDGET: 0
  - FY 2014: 110,000
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

**Open Projects:**

- **Fire, EMS, and Law Enforcement CAD**
  - TOTAL COST: 2,450,000
  - PRIOR YEAR APPROPRIATION: 2,450,000
  - BUDGET: 0
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **Narrowbanding Public Safety Communication Channels**
  - TOTAL COST: 1,266,350
  - PRIOR YEAR APPROPRIATION: 1,266,350
  - BUDGET: 0
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **911 State Fee Fund - FY 11**
  - TOTAL COST: 2,000,000
  - PRIOR YEAR APPROPRIATION: 2,000,000
  - BUDGET: 0
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **Public Safety Infrastructure Network**
  - TOTAL COST: 556,000
  - PRIOR YEAR APPROPRIATION: 556,000
  - BUDGET: 0
  - FY 2014: 0
  - FY 2015: 0
  - FY 2016: 0
  - FY 2017: 0
  - FY 2018: 0
  - FY 2019: 0

- **UHF Radio System Replacement**
  - TOTAL COST: 23,601,693
  - PRIOR YEAR APPROPRIATION: 23,601,693
  - BUDGET: 0
  - FY 2014: 0
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  - FY 2016: 0
  - FY 2017: 0
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  - FY 2019: 0
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<thead>
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<th>PROJECT TITLE</th>
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<th>FY 2015</th>
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<td></td>
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<tr>
<td>Joppa Magnolia Fire Station Expansion</td>
<td>750,000</td>
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<td>700,000</td>
<td>50,000</td>
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<tr>
<td>Susquehanna Hose Company House #3 Expansion</td>
<td>810,000</td>
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<td><strong>Outyear Projects:</strong></td>
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<tr>
<td>VFC Facility Repair</td>
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<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
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<td>Bel Air Substation at Patterson Mill</td>
<td>2,868,400</td>
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<td>Norrisville Station</td>
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<td>SCBA Equipment Replacement</td>
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## HARFORD COMMUNITY COLLEGE

### FY 14 Funded Projects:

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### Open Projects:

- **Black Box Theater**: 250,000
- **Building and Grounds**: 175,000
- **Hays Heighe House Renovations**: 1,993,890
- **Observatory Expansion**: 32,100
- **Roof Replacements**: 2,934,913
- **Susquehanna Center Addition/Renovation**: 33,207,969
- **Water and Wastewater**: 4,364,845
- **West Campus Expansion**: 250,000
- **WHFC Radio HD and Power Enhancement**: 118,600

### College Total by Project

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<td>College Total by Fund</td>
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<td>28,800,000</td>
<td>34,285,000</td>
<td>27,613,000</td>
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### Libraries

**FY 14 Funded Projects:**
- Churchville Branch: 622,000, 5,734,500, 0, 0, 0, 0, 0, 0
- Facility Renovations: 2,000,000, 150,000, 100,000, 350,000, 350,000, 350,000, 350,000, 350,000
- Technology: 2,247,720, 309,100, 100,000, 377,660, 210,780, 609,780, 397,900, 242,500

**Outyear Projects:**
- Aberdeen Branch - Feasibility & Expansion: 14,242,268, 56,000, 0, 938,630, 13,247,638, 0, 0, 0
- Darlington Branch - Feasibility & Expansion: 4,701,720, 56,000, 0, 330,720, 4,315,000, 0, 0, 0
- Facility Maintenance & Repair: 752,647, 252,647, 0, 100,000, 100,000, 100,000, 100,000, 100,000
- Havre de Grace Branch Expansion: 7,935,000, 535,000, 0, 7,400,000, 0, 0, 0, 0
- Mobile Service Vehicles: 441,000, 0, 0, 218,000, 223,000, 0, 0, 0

**Open Projects:**
- Edgewood Branch - HVAC Replacement: 452,950, 452,950, 0, 0, 0, 0, 0, 0
- Fallston Branch - HVAC Chiller Replacement: 350,350, 350,350, 0, 0, 0, 0, 0, 0
- Jarrettsville Library: 5,884,000, 5,884,000, 0, 0, 0, 0, 0, 0
- Joppa Library Roof and HVAC: 488,391, 488,391, 0, 0, 0, 0, 0, 0
- Whitford Library Expansion: 4,238,200, 4,238,200, 0, 0, 0, 0, 0, 0

**Libraries Total by Project:**
- 44,356,246, 18,507,138, 8,776,380, 6,137,410, 14,307,418, 847,900, 692,500

**Libraries Total by Fund:**
- 44,356,246, 18,507,138, 8,776,380, 6,137,410, 14,307,418, 847,900, 692,500
### BOARD OF EDUCATION

#### FY 14 Funded Projects:

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<th>FY 2016</th>
<th>FY 2017</th>
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<th>FY 2019</th>
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#### Outyear Projects:

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### BOARD OF EDUCATION

#### Open Projects (cont.):

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<th>FY 2015</th>
<th>FY 2016</th>
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<td>400,546,582</td>
<td>64,019,846</td>
<td>100,802,975</td>
<td>68,797,988</td>
<td>20,349,548</td>
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<td>68,797,988</td>
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#### SUB-TOTAL GENERAL FUND CAPITAL

<p>| Total Budget                                      | 1,329,693,479 | 741,654,760 | 121,701,356 | 161,240,705 | 127,015,488 | 94,281,346 | 54,594,761 | 29,205,063 |</p>
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**FY 14 Funded Projects:**

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<th>FY 2016</th>
<th>FY 2017</th>
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**Outyear Projects:**

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**Open Projects:**

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<th>FY 2016</th>
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**Solid Waste Services Total by Project**

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<td>3,470,000</td>
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**Reappropriated**

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<th>TOTAL Cost</th>
<th>PRIOR Year</th>
<th>BUDGET FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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**Future Bonds**

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<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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<tr>
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**Prior Bonds**

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<th>BUDGET FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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**Other**

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<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
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**Solid Waste Services Total by Fund**

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<th>FY 2016</th>
<th>FY 2017</th>
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<td>49,115,932</td>
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<td>8,920,000</td>
<td>970,000</td>
<td>620,000</td>
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**TOTAL GENERAL FUND CAPITAL**

| 1,437,873,447 | 801,870,692 | 143,115,392 | 165,710,705 | 138,585,488 | 103,201,346 | 55,564,761 | 29,825,063 |
## PARKS & RECREATION FUND

### FY 14 Funded Projects:

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<th>Project Title</th>
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<th>FY 2016</th>
<th>FY 2017</th>
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### Outyear Projects:

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<th>FY 2016</th>
<th>FY 2017</th>
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### PARKS & RECREATION FUND

#### Outyear Projects (cont.):

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#### Open Projects:

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### HARFORD COUNTY, MARYLAND
### APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

#### TOTAL PARKS & RECREATION CAPITAL

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<th>FY 2015</th>
<th>FY 2016</th>
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<td>72,504,245</td>
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#### PARKS & RECREATION FUND

**Open Projects (cont.):**

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**Parks & Rec Total by Project:**

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<td>72,504,245</td>
<td>6,281,000</td>
<td>11,060,000</td>
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## HARFORD COUNTY, MARYLAND
### APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

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</table>
## Highways Fund

### Bridges

#### Open Projects:

- **Bridge Painting**: 20,000
- **Ruffs Mill Road Bridge #190**: 1,780,000
- **Ryan Road Bridge #61**: 1,330,000
- **St. Clair Bridge Road Bridge #99**: 1,935,000

#### Paygo:

- **Bridge Painting**: 20,000
- **Ruffs Mill Road Bridge #190**: 1,780,000
- **Ryan Road Bridge #61**: 1,330,000
- **St. Clair Bridge Road Bridge #99**: 1,935,000

#### Future Bonds:

- **Bridge Painting**: 0
- **Ruffs Mill Road Bridge #190**: 0
- **Ryan Road Bridge #61**: 0
- **St. Clair Bridge Road Bridge #99**: 0

#### Prior Bonds:

- **Bridge Painting**: 0
- **Ruffs Mill Road Bridge #190**: 0
- **Ryan Road Bridge #61**: 0
- **St. Clair Bridge Road Bridge #99**: 0

#### Reappropriated:

- **Bridge Painting**: 0
- **Ruffs Mill Road Bridge #190**: 0
- **Ryan Road Bridge #61**: 0
- **St. Clair Bridge Road Bridge #99**: 0

#### Federal:

- **Bridge Painting**: 0
- **Ruffs Mill Road Bridge #190**: 0
- **Ryan Road Bridge #61**: 0
- **St. Clair Bridge Road Bridge #99**: 0

#### Other:

- **Bridge Painting**: 0
- **Ruffs Mill Road Bridge #190**: 0
- **Ryan Road Bridge #61**: 0
- **St. Clair Bridge Road Bridge #99**: 0

#### Developer:

- **Bridge Painting**: 0
- **Ruffs Mill Road Bridge #190**: 0
- **Ryan Road Bridge #61**: 0
- **St. Clair Bridge Road Bridge #99**: 0

### Bridges Total by Project:

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<th>FY 2015</th>
<th>FY 2016</th>
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### Bridges Total by Fund:

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## Roadways

### FY 14 Funded Projects:

- **Cedar Lane (MD 138 - Cedarday)**: 2,150,000
- **MacPhail Road/Tollgate Road Roundabout**: 555,000
- **MD 152/Oakmont Road/Port Lane**: 1,606,732
- **Moores Mill Road**: 10,287,113
- **Robinhood Road/US 40 - Titan Terrace**: 3,474,045

### Outyear Projects:

- **Abingdon Road (Box Hill S. Pkwy - I-95)**: 200,000
- **Bala Boulevard Access Road**: 600,000
- **Carrs Mill Road (MD 152-Grafton Shop Rd)**: 1,395,000
- **Edwards Lane Culvert**: 1,735,000
- **MacPhail Road (Brierhill Drive - Wheel Rd)**: 490,000
- **Singer Rd. Improvements (Beaver Dam Rd to Winters Run)**: 650,000
- **Tollgate Road - Vale Road Corridor**: 900,000
- **Tollgate Road (W. Ring Factory Rd. to Plumtree Rd.)**: 6,403,439
- **Trimble Road (Joppa Road to Garnett Drive)**: 650,000
## APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

### ROADWAYS

#### Open Projects:

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<th>Project Title</th>
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<th>FY 2016</th>
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**Roadways Total by Project**

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<tr>
<td>54,004,329</td>
<td>42,967,597</td>
<td>(58,268)</td>
<td>500,000</td>
<td>7,455,000</td>
<td>2,040,000</td>
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#### Paygo

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#### Future Bonds

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#### Prior Bonds

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#### Federal

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#### Developer

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#### Other

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**Roadways Total by Fund**

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<td>54,004,329</td>
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<td>FY 2016</td>
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<td>Drainage Improvements</td>
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<td><strong>Other Total by Project</strong></td>
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<td>24,772,900</td>
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<td><strong>Other Total by Fund</strong></td>
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<td>24,772,900</td>
<td>3,375,000</td>
<td>5,388,750</td>
<td>5,965,500</td>
<td>6,773,000</td>
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**TOTAL HIGHWAYS CAPITAL**

<p>| | 237,160,348 | 113,718,089 | 13,031,509 | 20,323,750 | 25,535,500 | 20,653,000 | 20,420,500 | 23,478,000 |</p>
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<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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<td>Fleet Replacement</td>
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### WATER & SEWER FUND

#### WATER PROJECTS

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<th>FY 2016</th>
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Water Total by Project: 123,315,373 104,953,373 4,452,000 2,385,000 4,645,000 1,945,000 1,290,000 3,645,000

Paygo: 20,339,184 8,777,184 4,452,000 1,885,000 1,245,000 1,445,000 1,290,000 1,245,000

Future Bonds: 6,800,000 0 0 500,000 3,400,000 500,000 0 2,400,000

Prior Bonds: 95,512,460 95,512,460 0 0 0 0 0 0

Reappropriated: 461,717 461,717 0 0 0 0 0 0

Lease Purchase: 182,012 182,012 0 0 0 0 0 0

Water Total by Fund: 123,315,373 104,953,373 4,452,000 2,385,000 4,645,000 1,945,000 1,290,000 3,645,000
## WATER & SEWER FUND

### SEWER PROJECTS

#### FY 14 Funded Projects:

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<th>FY 2017 Funded</th>
<th>FY 2018 Funded</th>
<th>FY 2019 Funded</th>
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#### Outyear Projects:

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## WATER & SEWER FUND

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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Developer</td>
<td>3,489,118</td>
<td>3,489,118</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Sewer Total by Fund</strong></td>
<td>177,538,547</td>
<td>134,838,547</td>
<td>7,180,000</td>
<td>10,420,000</td>
<td>1,950,000</td>
<td>8,600,000</td>
<td>13,600,000</td>
</tr>
</tbody>
</table>

### TOTAL WATER & SEWER CAPITAL

| TOTAL WATER & SEWER CAPITAL | 300,853,920 | 239,791,920 | 11,632,000 | 12,805,000 | 6,595,000 | 10,545,000 | 14,890,000 | 4,595,000 | 0 |

### TOTAL APPROVED CAPITAL IMPROVEMENT PROGRAM

| TOTAL APPROVED CAPITAL IMPROVEMENT PROGRAM | 2,184,957,960 | 1,227,884,946 | 174,059,901 | 209,899,455 | 200,380,988 | 141,219,346 | 106,300,261 | 125,213,063 | 0 |
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 2013-2014 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 2013-2014, Harford County plans to participate in over 69 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
FY14 Anticipated Grant Award Dollars
(July 1, 2013 to June 30, 2014)
$21,122,972*

Total Number of Anticipated Grant Awards:  69

29
2
32
2
4

Requested County Match:  $2,992,538

% of Anticipated Grant Dollars by Funder

<table>
<thead>
<tr>
<th>Funder</th>
<th>Anticipated Grant Dollars</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$15,848,403</td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>$4,922,069</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$352,500</td>
<td></td>
</tr>
</tbody>
</table>

Anticipated Grant Dollars by Department $21,122,972*

- P & Z: $101,192 (2 grants)
- P & R: $109,648 (3 grants)
- Judicial: $660,923 (3 grants)
- SAO: $805,622 (3 grants)
- EOC: $886,144 (6 grants)
- Sheriff's Ofc: $984,439 (9 grants)
- Econ Dvlpmt: $1,670,240 (2 grants)
- Comm. Svcs: $7,427,059 (34 grants)
- Housing: $8,477,705 (7 grants)

*Does not include Requested County Match or Capital Projects
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 2012 which covers the general liability, automotive liability, property damage, and workers' compensation exposures.

### Self-Insurance Fund

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Self-Insurance Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Net Assets as of June 30, 2012</strong></td>
<td>6,929,486</td>
</tr>
<tr>
<td><strong>Revenues from Agencies and Reimbursements</strong></td>
<td>4,352,207</td>
</tr>
<tr>
<td><strong>Interest Income</strong></td>
<td>28,884</td>
</tr>
<tr>
<td><strong>Insurance Recovery</strong></td>
<td>125,099</td>
</tr>
<tr>
<td><strong>Appropriated Retained Earnings</strong></td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Estimated Revenues</strong></td>
<td>4,506,190</td>
</tr>
<tr>
<td><strong>Expenses for Claims, Excess Coverages, Claims Management and Other Expenditures</strong></td>
<td>4,670,437</td>
</tr>
<tr>
<td><strong>Total Estimated Expenditures</strong></td>
<td>4,670,437</td>
</tr>
<tr>
<td><strong>Estimated Reserved Retained Earnings - June 30, 2013</strong></td>
<td>6,765,239</td>
</tr>
</tbody>
</table>

### Fiscal Year 2014

**Estimated Revenues:**
- **Revenues from Agencies and Reimbursements** | 4,566,990 |
- **Interest Income** | 25,000 |
- **Insurance Recovery** | 175,000 |
  - **Total Estimated Revenues** | 4,766,990 |

**Estimated Expenditures:**
- **Claims and Expenditures** | 4,766,990 |
  - **Total Estimated Expenditures** | 4,766,990 |

**Estimated Reserved Retained Earnings - June 30, 2014** | 6,765,239 |
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, 2011, this fund had an unfunded actuarial accrued liability of $10,079,169. The most current actuarial report was completed as of September 30, 2011. As of June 30, 2012, the market value of investments in the Pension Fund was $17,249,503. The County has earned 7.12% yield on the investments placed with an independent investment manager for the period November 30, 1994 through December 31, 2012. The County has hired an investment consultant and an investment manager to invest the pension funds for better investment return over the long period. This was done with the cooperation of the Pension Committee of the Association of the Volunteer Fire and Emergency Medical Services of Harford County, Inc. In February 2003, the pension plan retained an investment manager for fixed income funds and a separate investment manager for equity funds.

<table>
<thead>
<tr>
<th>Volunteer Firemen's Pension Trust (LOSAP) Fund</th>
<th>Statement of Estimated Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets Held In Trust for Pension Benefits -</td>
<td>17,537,739</td>
</tr>
<tr>
<td>June 30, 2012</td>
<td></td>
</tr>
<tr>
<td>Estimated Revenues:</td>
<td></td>
</tr>
<tr>
<td>County Contributions</td>
<td>1,970,503</td>
</tr>
<tr>
<td>Investment Income</td>
<td>800,000</td>
</tr>
<tr>
<td>Total Estimated Revenues</td>
<td>2,770,503</td>
</tr>
<tr>
<td>Estimated Expenses:</td>
<td></td>
</tr>
<tr>
<td>Pension Payments</td>
<td>(1,500,000)</td>
</tr>
<tr>
<td>Actuarial &amp; Investment Services</td>
<td>(160,000)</td>
</tr>
<tr>
<td>Death Benefits</td>
<td>(50,000)</td>
</tr>
<tr>
<td>Total Estimated Expenditures</td>
<td>(1,710,000)</td>
</tr>
<tr>
<td>Estimated Net Assets Held In Trust for Pension Benefits -</td>
<td>18,598,242</td>
</tr>
<tr>
<td>June 30, 2013</td>
<td></td>
</tr>
<tr>
<td>Fiscal Year 2013-2014</td>
<td></td>
</tr>
<tr>
<td>Estimated Revenues:</td>
<td></td>
</tr>
<tr>
<td>County Contributions</td>
<td>1,934,886</td>
</tr>
<tr>
<td>Investment Income</td>
<td>800,000</td>
</tr>
<tr>
<td>Total Estimated Revenues</td>
<td>2,734,886</td>
</tr>
<tr>
<td>Estimated Expenditures:</td>
<td></td>
</tr>
<tr>
<td>Pension Payments</td>
<td>(1,500,000)</td>
</tr>
<tr>
<td>Actuarial &amp; Investment Services</td>
<td>(160,000)</td>
</tr>
<tr>
<td>Death Benefits</td>
<td>(50,000)</td>
</tr>
<tr>
<td>Unfunded Liability</td>
<td>(1,024,886)</td>
</tr>
<tr>
<td>Total Estimated Expenditures</td>
<td>(2,734,886)</td>
</tr>
<tr>
<td>Estimated Net Assets Held In Trust for Pension Benefits -</td>
<td>18,598,242</td>
</tr>
<tr>
<td>June 30, 2014</td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td>Sheriff's Office Pension Plan</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>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, 2012, the fund had an unfunded actuarial accrued liability of $19,090,364. As of June 30, 2012 the market value of the investments in the Pension Fund was $36,555,748. The most current actuarial valuation was completed July 1, 2012. The County has earned a 6.49% yield on its investments placed with an independent investment manager since December 31, 1998.</td>
<td>Statement of Estimated Net Assets</td>
</tr>
<tr>
<td></td>
<td>Net Assets Held In Trust for Pension Benefits</td>
</tr>
<tr>
<td></td>
<td>June 30, 2012</td>
</tr>
<tr>
<td>Estimated Revenues:</td>
<td></td>
</tr>
<tr>
<td>Employee Contributions</td>
<td>470,000</td>
</tr>
<tr>
<td>County Contributions</td>
<td>2,287,714</td>
</tr>
<tr>
<td>Investment Income</td>
<td>800,000</td>
</tr>
<tr>
<td>Total Estimated Revenues</td>
<td>3,557,714</td>
</tr>
<tr>
<td>Estimated Expenses:</td>
<td></td>
</tr>
<tr>
<td>Actuarial &amp; Investment Services</td>
<td>(400,000)</td>
</tr>
<tr>
<td>Medical &amp; Legal Services</td>
<td>(5,000)</td>
</tr>
<tr>
<td>Pension Payout</td>
<td>(2,500,000)</td>
</tr>
<tr>
<td>Total Estimated Expenses</td>
<td>(2,905,000)</td>
</tr>
<tr>
<td>Estimated Net Assets Held In Trust for Pension Benefits</td>
<td></td>
</tr>
<tr>
<td>June 30, 2013</td>
<td>37,194,785</td>
</tr>
</tbody>
</table>

**Fiscal Year 2013-2014**

| Estimated Revenues:                                                    |                |            |
| Investment Income                                                      | 800,000 |            |
| Employee Contributions                                                  | 470,000 |            |
| County Contributions                                                   | 2,376,590 |          |
| Total Estimated Revenues                                               | 3,646,590 |          |
| Estimated Expenditures:                                                |                |            |
| Actuarial & Investment Services                                        | (400,000) |            |
| Medical & Legal Services                                               | (25,000)  |            |
| Pension Payout                                                         | (2,500,000) |          |
| Unfunded Liability Contribution                                         | (721,590) |            |
| Total Estimated Expenditures                                           | (3,646,590) |          |
| Estimated Net Assets Held In Trust for Pension Benefits                 |                |            |
| June 30, 2014                                                          | 37,194,785 |            |
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 20, 2011 for period ending June 30, 2013.

Other Post Employment Benefits Plan Trust Fund

Statement of Estimated Net Assets

<table>
<thead>
<tr>
<th>Net Assets Held In Trust for OPEB</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>June 30, 2012</td>
<td>47,159,834</td>
</tr>
</tbody>
</table>

Estimated Revenues:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Income</td>
<td>1,000,000</td>
</tr>
<tr>
<td>OPEB Retiree Payment</td>
<td>786,500</td>
</tr>
<tr>
<td>County Contributions</td>
<td>13,757,000</td>
</tr>
</tbody>
</table>

Total Estimated Revenues | 15,543,500 |

Estimated Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial/Audit</td>
<td>(250,000)</td>
</tr>
<tr>
<td>OPEB Benefits</td>
<td>(5,980,000)</td>
</tr>
</tbody>
</table>

Total Estimated Expenses | (6,230,000) |

Estimated Net Assets Held In Trust for OPEB

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 30, 2013</td>
<td>56,473,334</td>
</tr>
</tbody>
</table>

Fiscal Year 2013-2014

Estimated Revenues:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Income</td>
<td>1,000,000</td>
</tr>
<tr>
<td>OPEB Retiree Payment</td>
<td>786,500</td>
</tr>
<tr>
<td>County Contributions</td>
<td>13,381,000</td>
</tr>
</tbody>
</table>

Total Estimated Revenues | 15,167,500 |

Estimated Expenditures:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Insurance Payments</td>
<td>(60,000)</td>
</tr>
<tr>
<td>Health Insurance Payments</td>
<td>(6,000,000)</td>
</tr>
<tr>
<td>Financial/Audit</td>
<td>(300,000)</td>
</tr>
<tr>
<td>Unfunded Liability Contribution</td>
<td>(8,807,500)</td>
</tr>
</tbody>
</table>

Total Estimated Expenditures | (15,167,500) |

Estimated Net Assets Held In Trust for OPEB

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 30, 2014</td>
<td>56,473,334</td>
</tr>
</tbody>
</table>
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 not 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
Undesignated and unencumbered reserves in a fund; the amount by which resources exceed the obligations of the fund.

GAAP
Generally Accepted Accounting Principle. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND
The principal operating fund for Harford County Government, it encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund.

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

GOAL
A long-range desirable aim attained by completion of defined objectives.

GOVERNMENTAL FUNDS
Funds generally used to account for tax supported activities. Governmental funds include the General Fund, Highways Operating fund, Grants fund, Agriculture Land Preservation fund, Capital Project fund, and Parks & Recreation Fund.

GRANT
A contribution from one governmental unit to another or from a government to a private organization to aid in the support of a specific purpose, activity, or facility.

GRANTS FUND
A fund established to receive and disburse funds for programs provided by Federal and/or State governments. These programs may or may not require County matches, and may or may not coincide with the County’s fiscal year.

HIGHWAYS FUND
A fund established to account for dedicated revenues that are legally restricted to the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County. Traffic safety and County related transportation expenses.

IMPACT FEE
One-time charges assessed against new development that attempts to recover from the developer the capital cost of the additional public facilities needed to serve that development.
GLOSSARY

INDIRECT COST
A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE
Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

INTER-FUND REIMBURSEMENT
Funds transferred from one account of a County governmental department or agency to another account of a County governmental department or agency as payment for goods or services received or rendered.

INTER-GOVERNMENTAL REVENUE
Funds received from other governmental units in the form of grants or shared revenues.

INTERNAL SERVICE FUNDS
An accounting device used to accumulate and allocate costs internally among Harford County Government's various functions. Harford County Government uses an internal service fund to account for risk management. Because this service 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.

LEY
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 programs and activities of the department. Example: an example is the Office on Aging within the Department of Community Services.

Operating Budget
A comprehensive financial plan outlining expenditure requirements needed to support County services and activities in the coming fiscal year and the available resources needed to fund these requirements.

Operating Expense
Those costs necessary to maintain and support the operation 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).

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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.

SPECIAL REVENUE FUNDS
Two additional funds were established by Harford County on July 1, 2001 in response to the Government Accounting Standards Board (GASB) Statement No. 34, which requires certain accounts that the County had previously treated as Trust & Agency funds, be included in the operating budget as Special Revenue Funds. Both the State and the County Agricultural Preservation Funds are used to purchase easement rights on agricultural land. Revenue from the State fund is derived from: a portion of the State of Maryland's Property Transfer Tax, a State Agricultural Land Transfer Tax and County matching funds.

SUPPLEMENTARY APPROPRIATION
In accordance with the Harford County Charter, upon the request of the County Executive, County Council is authorized to make additional or supplementary appropriations from unexpended and unencumbered contingency reserves set aside in the operating budget; or from revenues not anticipated when the budget was adopted. Under no circumstances can any supplemental appropriation exceed the amount authorized.
GLOSSARY

SUPPLIES AND MATERIAL
Covers consumable supplies and materials necessary for normal operations including printing and office supplies, postage, janitorial supplies, and safety equipment.

TAX
Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular person or property for current or permanent benefit, such as assessments.

TAX LEVY
The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TRAFFIC CALMING
A program wherein the community and the Department of Public Works work together to slow the pace of residential traffic through subdivision roads. The Traffic Calming program is directed at communities with high traffic volumes, high speeds, small lot sizes fronting the subject road, and through traffic.

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

TRANSFERS IN/OUT
Amounts transferred from one fund to another assist in financing the services for the recipient fund.

TRUST FUND
A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

UNAPPROPRIATED FUND BALANCE
An available balance here is the cumulative result of actual revenues exceeding expenditures for the current and prior fiscal years. This represents that balance available that is unappropriated or not designated for future year's expenditures.

UNRESERVED FUND BALANCE
The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

UNRESTRICTED NET ASSETS
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

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<td>American Disabilities Act</td>
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<td>APF</td>
<td>Adequate Public Facilities</td>
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<td>APG</td>
<td>Aberdeen Proving Ground</td>
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<td>ARC</td>
<td>Association for Retarded Citizens</td>
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<td>BAN</td>
<td>Bond Anticipation Note</td>
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<td>BNR</td>
<td>Biological Nitrogen Removal</td>
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<td>BOCA</td>
<td>Building Officials Code Administration</td>
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<td>BOSE</td>
<td>Bureau of Support Enforcement</td>
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<td>Board of Education</td>
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<td>BMR</td>
<td>Budget &amp; Management Research</td>
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<td>BRAC</td>
<td>Base Realignment and Closure Act</td>
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<td>CAD</td>
<td>Computer Aided Dispatch</td>
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<td>CDBG</td>
<td>Community Development Block Grant</td>
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<td>CIP</td>
<td>Capital Improvements Program</td>
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<td>COLA</td>
<td>Cost of Living Adjustment</td>
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<td>COMAR</td>
<td>Code of Maryland Annotated Regulations</td>
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<td>CPR</td>
<td>Cardio Pulmonary Resuscitation</td>
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<td>CSEPP</td>
<td>Chemical Stockpile Emergency Preparedness Program</td>
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<td>DBED</td>
<td>Department of Business and Economic Development</td>
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<td>DEED</td>
<td>Department of Economic and Employment Development</td>
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<td>DILP</td>
<td>Department of Inspections, Licenses, Permits</td>
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<td>DNR</td>
<td>Department of Natural Resources</td>
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<tr>
<td>EDU</td>
<td>Equivalent Dwelling Unit</td>
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<tr>
<td>EIS</td>
<td>Emergency Information System</td>
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<td>EMS</td>
<td>Emergency Medical Service</td>
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<td>ENR</td>
<td>Enhanced Nitrogen Removal</td>
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<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
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<tr>
<td>FAMIS</td>
<td>Financial Accounting Management Information System</td>
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<td>FICA</td>
<td>Federal Insurance Contributions Act</td>
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<tr>
<td>FTE</td>
<td>Full-Time Equivalent</td>
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<tr>
<td>FY</td>
<td>Fiscal Year</td>
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<tr>
<td>GAAP</td>
<td>Generally Accepted Accounting Principles</td>
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<td>GASB</td>
<td>Governmental Accounting Standards Board</td>
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<tr>
<th>Abbreviation</th>
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<td>GBC</td>
<td>Greater Baltimore Committee</td>
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<td>GFOA</td>
<td>Government Finance Officers Association</td>
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<td>GIS</td>
<td>Geographic Information System</td>
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<td>G.O. BONDS</td>
<td>General Obligation Bonds</td>
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<td>HAZMAT</td>
<td>Hazardous Materials</td>
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<td>HEAT CENTER</td>
<td>Higher Education Applied Technology Center</td>
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<td>HCN</td>
<td>Harford Cable Network</td>
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<td>HICS</td>
<td>Harford Interfaith Community Service</td>
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<td>HWDC</td>
<td>Harford Waste Disposal Center</td>
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<td>ISA</td>
<td>Information System Administration</td>
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<td>LAN</td>
<td>Local Area Network</td>
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<td>LEPC</td>
<td>Local Emergency Planning Committee</td>
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<td>LF</td>
<td>Linear Feet</td>
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<td>MACO</td>
<td>Maryland Association of Counties</td>
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<td>MARC</td>
<td>Maryland Rail Commuter</td>
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<td>MTA</td>
<td>Mass Transit Authority</td>
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<td>MVA</td>
<td>Motor Vehicle Association</td>
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<td>MOSHA</td>
<td>Maryland Occupational Safety Hazard Association</td>
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<td>MRIS</td>
<td>Metropolitan Regional Information Systems</td>
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<td>NACO</td>
<td>National Association of Counties</td>
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<td>NAWAS</td>
<td>National Warning System</td>
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<td>NMWDA</td>
<td>Northeast Maryland Waste Disposal Authority</td>
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<td>NPDES</td>
<td>National Pollutant Discharge Elimination System</td>
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<td>OPEB</td>
<td>Other Post Employment Benefits</td>
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<td>OSHA</td>
<td>Occupational Safety Hazard Association</td>
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<td>PAYGO</td>
<td>&quot;Pay As You Go&quot; Financing</td>
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<td>PEHP</td>
<td>Post Employment Health Plan</td>
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<td>POS</td>
<td>Program Open Space</td>
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<td>SARA</td>
<td>Superfund Amendment Reauthorization Act</td>
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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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